



Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

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NEW QUESTION 1

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

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

Answer: DE

Explanation:

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

1: The Scrum Guide | Scrum.org 2: What is a Product Owner? | Scrum.org 3: Emergent Design and Just-in-Time Planning | Scrum.org

NEW QUESTION 2

Which 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 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

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

- A. True
- B. False

Answer: A

Explanation:

It is true that the Sprint Backlog is a result of Sprint Planning, and it includes the Sprint Goal. This is because:

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

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

? The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering them as a "Done" Increment. The Sprint Backlog is owned by the Developers who use it to organize and manage their work during the Sprint.

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

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

References:

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

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

NEW QUESTION 5

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

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

Answer: D

Explanation:

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

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

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

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

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

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

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

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

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

? [Scrum Guide], page 16, section “Cancelling a Sprint”

NEW QUESTION 6

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

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

Answer: C

Explanation:

The main topic of discussion is the product Increment, which is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints¹. The product Increment is demonstrated and inspected by the attendees, and feedback is collected to inform the next Sprint Planning¹².

The Sprint Review may also include other topics, such as the Product Backlog, the Product Goal, the market conditions, the budget, and the timeline, but the product Increment is the essential topic¹²³⁴. The Scrum process, and how it was used during the Sprint, is not a topic for the Sprint Review, but rather for the Sprint Retrospective, which is a separate event where the Scrum Team inspects and adapts its way of working¹. Coding and engineering practices are also not relevant for the Sprint Review, as they are internal aspects of the Development Team that do not affect the value of the product Increment¹. Therefore, the correct answer is C. The product Increment.

NEW QUESTION 7

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

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

Answer: B

Explanation:

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

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

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

NEW QUESTION 8

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

- A. True
- B. False

Answer: B

Explanation:

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

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

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

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

References:

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

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

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

NEW QUESTION 9

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

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

Answer: D

Explanation:

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

NEW QUESTION 10

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

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

Answer: AB

Explanation:

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

? Attending the Sprint Retrospective. The Sprint Retrospective is an event where the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. The purpose of the Sprint Retrospective is to plan ways to improve quality and effectiveness. The Product Owner may attend the Sprint Retrospective as one of the Scrum Team members who has a stake in the outcome of the product development. However, they can also choose not to attend or delegate their attendance to someone else who can represent their interests and perspectives.

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

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

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

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

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

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

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

NEW QUESTION 10

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

- A. The Product Owner should select the Sprint Goal for the Scrum Team so that work can begin.
- B. The Developers will find it difficult to create a Sprint forecast they are confident they can meet.
- C. Nothing in particular.
- D. The Scrum Master should not allow this to 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 15

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

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 22

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

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

Answer: C

Explanation:

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

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

? The timebox for the Sprint Planning event ensures that the Scrum Team does not spend too much or too little time on planning their work for the Sprint. The timebox also ensures that the Scrum Team has enough clarity and alignment on what and how they want to achieve during the Sprint.

References:

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

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

NEW QUESTION 24

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

- A. True
- B. False

Answer: A

Explanation:

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

References:

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

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

NEW QUESTION 25

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

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

Answer: AE

Explanation:

The ideal time for refinement to take place and who should participate are the Scrum Team during the current Sprint, if they have been unable during preceding Sprints to define Product Backlog items with enough precision to begin work, and the Scrum Team on an ongoing basis, defining Product Backlog items into smaller more precise items that are ready for selection. This is because:

? Product Backlog refinement is the act of adding detail, estimates, and order to Product Backlog items. It is an ongoing and collaborative process that involves the whole Scrum Team.

? The Scrum Team should refine the Product Backlog as needed to ensure that there are enough items that are sufficiently clear and ready for selection in Sprint Planning. The amount of time spent on refinement usually varies from one Scrum Team to another, but it is recommended not to exceed 10% of the capacity of the Developers.

? The Scrum Team may also use a Sprint to refine the Product Backlog if they have not been able to do so in previous Sprints. This may happen when the product is new or complex, or when there is a significant change in the product vision or direction. However, this should be an exception rather than a rule, as it may delay the delivery of value and feedback.

Other options, such as business analysts doing the refinement work for the Scrum Team, the Product Owner doing the refinement alone in Sprint 0 or between Sprints, or handing off the ownership of the Product Backlog to someone else, are not consistent with the principles and values of Scrum. They may lead to misunderstandings, misalignment, or loss of ownership and accountability.

References:

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

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

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

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

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

NEW QUESTION 27

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

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

Answer: B

Explanation:

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for creating and communicating a vision, ordering the Product Backlog, and ensuring that the best possible job is done to delight customers. The Product Owner does

not manage the Developers, but collaborates with them and the Scrum Master to optimize the value delivery. The Product Owner does not ensure that the work meets the commitments to the stakeholders, but rather that the work delivers value to the stakeholders. The Product Owner does not keep stakeholders from distracting the Developers, but rather engages them and manages their expectations.

References:

? Professional Scrum Product Owner™ I Certification

? [The Scrum Guide]

? [The Product Owner]

NEW QUESTION 28

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 32

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 35

Your management has asked you to take the lead in the development of a new product. Six teams new to Scrum will build this product. You have gathered a number of requirements and ideas into an early form of a Product Backlog. How would you minimize dependencies between the Scrum Teams?
(choose the best answer)

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

Answer: D

Explanation:

The best way to minimize dependencies between the Scrum Teams is to work with the Developers on how to best analyze and break apart the work. This is because:

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

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

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

? The Developers are cross-functional, meaning they have all the skills and competencies needed to accomplish the work without depending on others who are not part of the team.

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

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

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

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

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

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

Other options, such as creating an independent Product Backlog per Scrum Team, dividing Product Backlog items among six Product Owners, identifying the dependencies and re-ordering the Product Backlog for the other five Product Owners, or raising this as an impediment with the Scrum Master, are not valid

answers as they do not reflect how to minimize dependencies between the Scrum Teams or how to apply the Scrum values and principles.

References:

- ? [Scrum Guide], page 7, section “Developers”
- ? [Scrum Guide], page 6, section “Product Owner”
- ? [Scrum Guide], page 10, section “Definition of Done”
- ? [Scrum Guide], page 10, section “Increment”
- ? [Scrum Guide], page 10, section “Product Goal”
- ? [Scrum Guide], page 11, section “Product Backlog”
- ? [Professional Scrum Product Owner™ Training], page 9, section “Business Strategy”
- ? [Professional Scrum Product Owner™ Training], page 8, section “Release Management”

NEW QUESTION 36

What is the accountability of the Product Owner during Sprint 0? (choose the best answer)

- A. Determine the composition of the Scrum Team to meet the release plan.
- B. There is no such thing as Sprint 0.
- C. Create the overall release plan to ensure that organizational goals are met.
- D. Make sure enough Product Backlog items are refined to fill the first 3 Sprints.
- E. Gathering, eliciting, and analyzing the requirements to build the Product Backlog.

Answer: B

Explanation:

Sprint 0 is a term that some organizations use to describe a phase of work before the first official Sprint, where they do some upfront planning, design, architecture, or analysis¹. However, this term is not consistent with the Scrum framework, which does not prescribe any pre-Sprint activities or phases². Scrum starts with a Product Backlog that contains at least one valuable and feasible Product Goal, and enough Product Backlog items to initiate the first Sprint^{[3][3]}. The Product Owner is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog⁴. The Product Owner does not have any specific accountability during Sprint 0, because Sprint 0 is not a part of Scrum.

References:

- 1: Sprint Zero: A Good Idea or Not?, Scrum Alliance, accessed on December 16, 2023
- 2: The Scrum Guide, November 2020, p. 5
- [3][3]: The Scrum Guide, November 2020, p. 9
- 4: The Scrum Guide, November 2020, p. 6

NEW QUESTION 40

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 45

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

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

Answer: A

Explanation:

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

References:

- ? 1: The Scrum Guide², page 7
- ? 2: The Scrum Guide

NEW QUESTION 50

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 55

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

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

Answer: D

Explanation:

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

NEW QUESTION 57

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

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 58

The Daily Scrum is an event that happens every day. What would be three key concerns if the frequency were to be lowered to every two or three days? (choose the best three answers)

- A. The Sprint Backlog may become inaccurate.
- B. Too much work is spent updating the Scrum board before the meeting.
- C. The Scrum Master loses the ability to update the Gantt chart properly.
- D. The Product Owner cannot accurately report progress to the stakeholders.
- E. Opportunities to inspect and adapt the Sprint Backlog are lost.
- F. Impediments are raised and resolved more slowly.

Answer: AEF

Explanation:

The Daily Scrum is a 15-minute event for the Developers to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary¹. It is a key opportunity for the Developers to plan their work for the next 24 hours and collaborate on any challenges or impediments². If the frequency of the Daily Scrum were to be lowered to every two or three days, three key concerns would be:

The Sprint Backlog may become inaccurate. The Sprint Backlog is the plan for how the Developers will achieve the Sprint Goal, and it is updated throughout the Sprint as more is learned^{3][3]}. The Daily Scrum is a chance for the Developers to inspect the Sprint Backlog and make adjustments based on the current situation⁴. If the Daily Scrum is less frequent, the Sprint Backlog may not reflect the reality of the work, and the Developers may lose track of their progress and alignment with the Sprint Goal.

Opportunities to inspect and adapt the Sprint Backlog are lost. Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed⁵. The Daily Scrum is an essential event for the Developers to apply empiricism to their work, by inspecting the Sprint Backlog

and adapting it to optimize the value and quality of the Increment. If the Daily Scrum is less frequent, the Developers may miss opportunities to inspect and adapt their work, and may not be able to deliver a valuable, useful Increment every Sprint.

Impediments are raised and resolved more slowly. An impediment is anything that prevents the Scrum Team from delivering a product Increment. The Daily Scrum is a forum for the Developers to identify and communicate any impediments that affect their work, and to seek help from the Scrum Master or other team members. If the Daily Scrum is less frequent, the impediments may not be raised and resolved in a timely manner, and may cause delays or quality issues in the product delivery.

References:

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

2: The Scrum Guide, November 2020, p. 11

[3][3]: The Scrum Guide, November 2020, p. 10

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

5: The Scrum Guide, November 2020, p. 4 The Scrum Guide, November 2020, p. 11 The Scrum Guide, November 2020, p. 14

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

NEW QUESTION 63

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

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

Answer: C

Explanation:

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

References:

? 1: The Scrum Guide², page 6

? 2: The Scrum Guide

NEW QUESTION 64

When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint?
(choose the best answer)

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

Answer: A

Explanation:

When multiple Scrum Teams are working on the same product, they should integrate their Increments every Sprint because:

? It allows them to accurately inspect what is done and what is potentially releasable. By integrating their work frequently, they can ensure that the product is in a usable and valuable state at the end of each Sprint, and that it meets the Definition of Done and the Sprint Goal.

? It enables them to adapt to changes and feedback faster. By integrating their work frequently, they can reduce the complexity and risk of integration, and discover and resolve any issues or dependencies sooner. They can also incorporate any new insights or requirements into their Product Backlog and Sprint Planning.

? It fosters collaboration and alignment among the teams. By integrating their work frequently, they can share their learnings and best practices, and coordinate their efforts towards a common vision and goal. They can also leverage the collective intelligence and creativity of the teams to deliver a better product.

References:

? Scrum Guide 2020, page 10: "When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. Although this varies significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency."

? Scrum Guide 2020, page 10: "The moment a Product Backlog item meets the Definition of Done, an Increment is born."

? Scrum Guide 2020, page 10: "Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together."

? Scrum Guide 2020, page 14: "The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done."

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

NEW QUESTION 67

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"

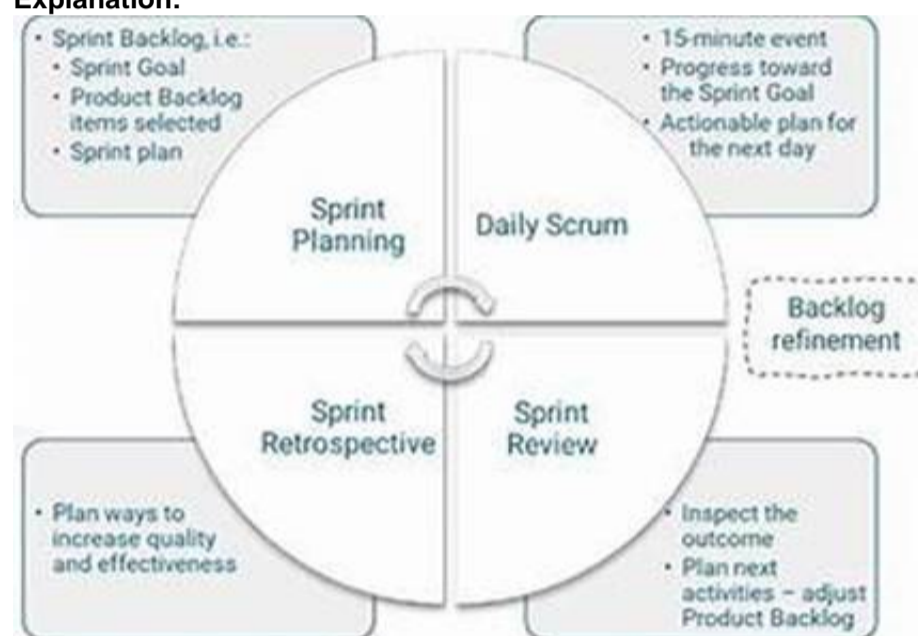
NEW QUESTION 70

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 74

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

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

Answer: D

Explanation:

New work or further decomposition of work is added to the Sprint Backlog as soon as possible after it is identified because:

? It reflects the current state of the Sprint. The Sprint Backlog is a plan that the Developers create and update throughout the Sprint, based on their progress, learnings, and changes. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can ensure that the Sprint Backlog is transparent, accurate, and up-to-date.

? It enables the Developers to self-manage their work. The Developers are accountable for organizing and managing their own work, and they have the authority to change the Sprint Backlog as needed. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can exercise their autonomy and empowerment, and adjust their plan accordingly.

? It supports the achievement of the Sprint Goal. The Sprint Goal is a single objective that provides guidance and focus for the Developers throughout the Sprint. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can ensure that their work is aligned with and contributes to the Sprint Goal.

References:

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

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

? Scrum Guide 2020, page 10: "The Sprint Goal is a single objective for the Sprint."

? Scrum Guide 2020, page 14: "The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done."

? Scrum Guide 2020, page 14: "The Sprint Backlog is composed of ... all of the work needed to deliver a product Increment that meets the Definition of Done."

? Scrum Guide 2020, page 14: "The Developers can change the content of the Sprint Backlog throughout the Sprint as more is learned."

NEW QUESTION 79

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 81

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

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

Answer: BCD

Explanation:

A Product Backlog is:

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

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

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

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

References:

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

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

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

NEW QUESTION 82

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

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

Answer: E

Explanation:

The Scrum Master should talk to the IT manager and explain that progress in Scrum comes from inspecting an Increment at the Sprint Review. This is because:

? The Scrum Team is self-managing and does not need to report to anyone outside the team¹.

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

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

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

References:

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

? Scrum Guide, page 13, section "Sprint Review"

? Scrum Guide, page 10, section "Increment"

? Scrum Guide, page 14, section "Sprint Review"

NEW QUESTION 85

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

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

Answer: C

Explanation:

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

? 1: The Scrum Guide², page 7

? 2: The Scrum Guide

NEW QUESTION 88

Why is the Daily Scrum held at the same time and same place? (choose the best answer)

- A. The Product Owner demands it.
- B. Rooms are hard to book and must be booked in advance.
- C. The place can be named.
- D. The consistency reduces complexity.

Answer: D

Explanation:

The Daily Scrum is held at the same time and same place because:

? The consistency reduces complexity. By having a fixed time and place for the Daily Scrum, the Developers can avoid wasting time and energy on scheduling, logistics, or coordination issues. They can also establish a routine and a rhythm that helps them focus on their work and their Sprint Goal.

? The consistency increases transparency. By having a fixed time and place for the Daily Scrum, the Developers can ensure that everyone is aware of when and where the meeting takes place, and that everyone has an opportunity to participate and share their progress, plans, and challenges. They can also invite other stakeholders or observers, if they find it useful, to provide feedback or support.

? The consistency enhances collaboration. By having a fixed time and place for the Daily Scrum, the Developers can create a safe and comfortable space for them to communicate, interact, and collaborate with each other. They can also build trust, rapport, and accountability among themselves, and foster a sense of team spirit and ownership.

References:

? Scrum Guide 2020, page 12: “The Daily Scrum is held at the same time and place each day to reduce complexity.”

? Scrum Guide 2020, page 12: “The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work.”

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

NEW QUESTION 90

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 95

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

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

Answer: CDE

Explanation:

The reasons why it is important that there is only one Product Owner per product are:

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

? It helps avoid barriers to effective communication and rapid decision-making. The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it. They must also collaborate with the Developers and the stakeholders to refine, order, and prioritize the Product Backlog items based on value and impact.

? The Scrum Team always knows who determines the order of the Product Backlog.

The Product Owner has the final authority to decide what items are more important and valuable for the product. They must communicate this order clearly and consistently to the Scrum Team and the stakeholders. They must also respect and support the self-management of the Developers in choosing how best to accomplish their work.

Other options, such as the Scrum Master knowing who acts as their backup while on vacation or it would confuse the stakeholders if they had to work with more than one person, are not valid reasons why it is important that there is only one Product Owner per product. They may reflect a misunderstanding of the roles and accountabilities of the Scrum Team or the stakeholders.

References:

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

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

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

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

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

NEW QUESTION 98

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 101

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

- A. True
- B. False

Answer: B

Explanation:

When there are multiple teams working on one product, each Scrum Team should not have a separate Product Owner. This is because:

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

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

? Having multiple Product Owners for one product may lead to conflicts,

inconsistencies, or confusion among the Scrum Teams and the stakeholders. It may also reduce the alignment, collaboration, and ownership of the product development.

? Instead of having multiple Product Owners, it is recommended to have one Product Owner who works with representatives from each Scrum Team to ensure that they have a shared understanding of the product vision, goals, and priorities. The Product Owner may also delegate some of the Product Backlog management tasks to these representatives, but they remain accountable for the final decisions.

References:

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

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

NEW QUESTION 102

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

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

Answer: C

Explanation:

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

References:

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

NEW QUESTION 107

The length of a Sprint should be: (choose the best answer)

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

Answer: D

Explanation:

? The length of a Sprint is the timebox within which the Scrum Team creates a potentially releasable product Increment. The Sprint is a container for all the other Scrum events, such as the Sprint Planning, the Daily Scrum, the Sprint Review, and the Sprint Retrospective. The Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.

? The length of a Sprint should be no more than one calendar month. This is the maximum duration allowed by Scrum, as longer Sprints can increase the complexity and risk of the product development. Longer Sprints can also reduce the agility and responsiveness of the Scrum Team to changing customer needs and market conditions.

? The length of a Sprint should also be short enough to keep the business risk acceptable to the Product Owner. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time. The length of a Sprint affects how frequently and effectively the Product Owner can validate, verify, and deliver value to the customers and users.

? The length of a Sprint should also be short enough to be able to synchronize the development work with other business events. The Scrum Team operates within a broader organizational context that may have other events, cycles, or deadlines that affect or depend on product development. For example, there may be marketing campaigns, sales promotions, regulatory compliance, or contractual obligations that require coordination and alignment with the product delivery. The length of a Sprint affects how well and timely the Scrum Team can synchronize their work with these other business events.

References:

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

NEW QUESTION 110

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

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

Answer: DE

Explanation:

The Scrum values are commitment, focus, openness, respect, and courage¹. These values are embodied by the Scrum Team, which is a self-managing unit that organizes its own work and delivers a valuable product². The Scrum Team consists of one Scrum Master, one Product Owner, and Developers³^[3]. The best way to create Scrum Teams is to respect the self-management and empowerment of the people who will do the work, and let them decide how to organize themselves into Scrum Teams. This can be done by bringing all the people together and letting them form Scrum Teams based on their skills, interests, and alignment with the product vision⁴. Alternatively, existing teams can propose how they would like to reorganize themselves into Scrum Teams, based on their feedback and experience⁵. These ways of creating Scrum Teams are consistent with the Scrum values, as they foster commitment, focus, openness, respect, and courage among the team members and stakeholders. The other options are not consistent with the Scrum values, as they involve managers or the Chief Product Owner imposing their decisions on the team members, which undermines their self-management and empowerment, and creates a lack of trust and collaboration.

References:

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

NEW QUESTION 113

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

- A. True
- B. False

Answer: B

Explanation:

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

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

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

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

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

References:

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

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

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

NEW QUESTION 114

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

- A. True
- B. False

Answer: B

Explanation:

It is not true that the Product Owner makes sure the correct stakeholders are invited to the Sprint Retrospective. They might have important instructions for team improvements. This is because:

? The Sprint Retrospective is an event where the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. The purpose of the Sprint Retrospective is to plan ways to improve quality and effectiveness.

? The Sprint Retrospective is an internal event for the Scrum Team only. It is a safe and confidential space where the Scrum Team can openly and honestly reflect on their strengths and weaknesses, and identify actions to improve their performance and collaboration.

? The stakeholders are not invited to the Sprint Retrospective. They do not have a say in how the Scrum Team works or what they should improve. The stakeholders can provide feedback and suggestions to the Scrum Team in other events, such as the Sprint Review or the Product Backlog refinement sessions.

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

? The Product Owner does not make sure the correct stakeholders are invited to the Sprint Retrospective. They might have important instructions for team improvements. This would violate the self-management and autonomy of the Scrum Team and undermine their trust and empowerment.

References:

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

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

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

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

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

NEW QUESTION 115

Which of the following practices might help the Product Owner minimize waste in developing and sustaining the Product Backlog? (choose the best two answers)

- A. Avoid distracting the Scrum Team by maintaining newly gathered Product Backlog items in a separate Product Backlog until they are fully understood.
- B. Hand off ownership of the Product Backlog to someone else.
- C. Remove items from the Product Backlog that have not been addressed in a long time.
- D. Only fully describe Product Backlog items when it seems likely they will be implemented.

Answer: CD

Explanation:

The practices that might help the Product Owner minimize waste in developing and sustaining the Product Backlog are:

? Remove items from the Product Backlog that have not been addressed in a long time. This helps keep the Product Backlog relevant, concise, and focused on delivering value. Items that have not been addressed in a long time may indicate that they are not important, feasible, or desirable anymore. They may also clutter

or confuse the Product Backlog and make it harder to order and prioritize.

? Only fully describe Product Backlog items when it seems likely they will be implemented. This helps avoid spending too much time or effort on items that may change or be discarded later. Items that are likely to be implemented soon should have more detail and precision than items that are further away or uncertain. The level of detail and precision required for each item depends on its order, size, and complexity. Other options, such as avoiding distracting the Scrum Team by maintaining newly gathered Product Backlog items in a separate Product Backlog until they are fully understood or handing off ownership of the Product Backlog to someone else, are not practices that might help minimize waste in developing and sustaining the Product Backlog. They may actually create more waste by reducing transparency, collaboration, alignment, or ownership. References:

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

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

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

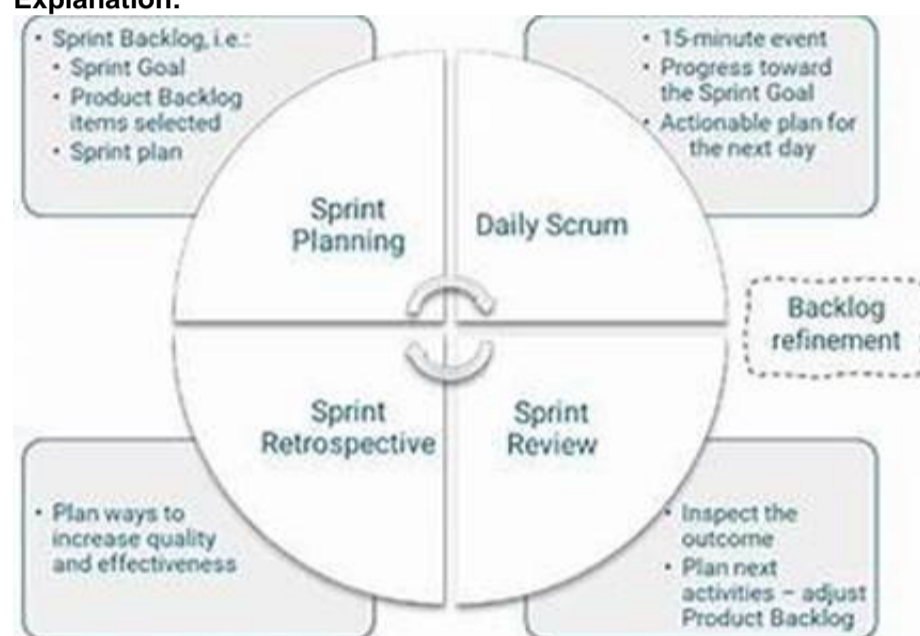
NEW QUESTION 116

Which are characteristics of the Daily Scrum? (choose the best two answers)

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

Answer: BD

Explanation:



Scrum

the Daily Scrum is a 15-minute event for the Developers of the Scrum Team that is held at the same time and place every working day of the Sprint. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work¹. The other options are not characteristics of the Daily Scrum, as it is not facilitated by the team lead, it does not consist of the Scrum Master asking the team for status, it is not held first thing in the morning, and it is not free form and designed to promote conversation²³⁴.

1: What is a Daily Scrum? | Scrum.org 2: What Is the Daily Scrum? | A Guide to the Daily Event - Scrum Alliance 3: What is Daily Scrum? | VivifyScrum 4: Daily Scrum | Definition and Overview - ProductPlan

NEW QUESTION 121

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

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

Answer: A

Explanation:

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

NEW QUESTION 124

When is a Product Backlog item considered complete? (choose the best answer)

- A. When the item has gained product sponsor approval.
- B. When the item passes all acceptance criteria.
- C. When the item meets the Definition of Done.
- D. At the end of the Sprint.

Answer: C

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. A Product Backlog item is considered complete when it meets the Definition of Done, which means that it is usable and potentially releasable, and that it meets the quality standards set by the Scrum Team and the stakeholders². The other options are not sufficient to determine the completeness of a Product Backlog item, as they

may not reflect the actual value and quality of the product.

References:

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

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

NEW QUESTION 125

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

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

A. Introduce these features at the next Daily Scrum.

B. Ask the Developers to consider whether they can add these features to the current Sprint without endangering the Sprint Goal.

C. Add these features to the Product Backlog.

D. Have the Scrum Master add these features to the current Sprint.

Answer: BC

Explanation:

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

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

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

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

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

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

References:

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

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

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

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

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

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

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

NEW QUESTION 128

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

A. True

B. False

Answer: B

Explanation:

The Product Owner does not make sure the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are the ones who determine how many Product Backlog items they select for a Sprint, based on their capacity and the Sprint Goal¹. 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 is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog³^[3]. The Product Owner does not have the authority to tell the Developers how much work they should do, as this would

violate the principle of self-management⁴. 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. 6

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

NEW QUESTION 129

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

A. A Sprint Goal only gives purpose to Sprint O.

B. Sprint Goals are not valuable

C. Everything is known from the Product Backlog.

D. The Developers are more focused with a common yet specific goal.

E. A Sprint Goal ensures that all of the Product Backlog items selected for the Sprint are implemented.

Answer: C

Explanation:

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

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

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

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

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

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

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

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

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

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

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

NEW QUESTION 131

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 136

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 141

Who starts the Daily Scrum? (choose the best answer)

A. The Scrum Maste

B. This ensures that the Developers have the event, and it stays within the timebox.

C. The person coming in las

D. This encourages people to be on time and helps to stay within the timebox.

E. The Product Owner.

F. Whoever the Developers decide should start.

G. The person who has the token.

Answer: D

Explanation:

The Daily Scrum is an event for and by the Developers. They can choose whatever structure and technique they want, as long as they focus on the progress toward the Sprint Goal and produce an actionable plan for the next day of work¹². The Scrum Master, the Product Owner, and the person coming in last are not necessarily the ones who should start the Daily Scrum. The person who has the token is a possible technique, but not the only one³.

NEW QUESTION 146

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 150

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

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

Answer: C

Explanation:

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

? 1: The Scrum Guide², page 16

? 2: The Scrum Guide

NEW QUESTION 155

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

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

Answer: E

Explanation:

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

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

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

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

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

References:

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

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

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

NEW QUESTION 156

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 160

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

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

Answer: B

Explanation:

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

? The Definition of Done is defined by the Scrum Team, not by the Product Owner alone. The Scrum Team consists of one Product Owner, one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint.

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

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

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

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

References:

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

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

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

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

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

NEW QUESTION 164

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

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

Answer: AD

Explanation:

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

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

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

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

References:

? Professional Scrum Product Owner™ Training, page 5, section “Product Value”

? Professional Scrum Product Owner™ Training, page 6, section “Product Vision”

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

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

? Professional Scrum Product Owner™ Training, page 9, section “Business

Strategy”

? Professional Scrum Product Owner™ Training, page 10, section “Stakeholders & Customers”

NEW QUESTION 166

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 170

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