Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

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

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

Answer: DE

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

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

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

Answer: AC

NEW QUESTION 3
What are three advantages of a Product Owner sharing a clearly defined Product Goal with the
Scrum Team?
(choose the best three answers)

A. It helps the Developers estimate the date that the Product Backlog will be complete.
B. It is not mandatory in Scru
C. There is no real advantage.
D. It provides a good overall direction so Sprints will feel less like isolated pieces of work.
E. It helps the Scrum Team keep focus and they can weigh any decision against the Product Goal
F. It is easier to inspect incremental progress at the Sprint Review.

Answer: CDE

Explanation:
The advantages of a Product Owner sharing a clearly defined Product Goal with the Scrum Team are:
? It provides a good overall direction so Sprints will feel less like isolated pieces of work. The Product Goal is a long-term objective for the product that guides all the activities of the Scrum Team. It helps the Scrum Team align their efforts and focus on delivering value that contributes to the product vision.
? It helps the Scrum Team keep focus and they can weigh any decision against the Product Goal. The Product Goal serves as a filter for deciding what to work on and what not to work on. It helps the Scrum Team prioritize and optimize their work based on value and impact.
? It is easier to inspect incremental progress at the Sprint Review. The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on the product and inspect how it meets the Product Goal. The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress towards the Product Goal.
Other options, such as helping the Developers estimate the date that the Product Backlog will be complete or being not mandatory in Scrum, are not valid advantages of having a Product Goal. They may reflect a misunderstanding of what a Product Goal is or how Scrum works.
References:
? [Scrum Guide], page 10, section "Product Goal"
? [Professional Scrum Product Owner™ Training], page 6, section "Product Vision"
? [Professional Scrum Product Owner™ Training], page 7, section "Product Backlog Management"
? [Scrum Guide], page 13, section "Sprint Review"
? [Scrum Guide], page 10, section "Increment"

NEW QUESTION 4
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 5
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 6
What activities would a Product Owner typically undertake in the period between the end of the
current Sprint and the start of the next Sprint? (choose the best answer)

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

Answer: B

Explanation:
the Product Owner is responsible for refining the Product Backlog, which is an ongoing activity that can occur at any time, including between Sprints. The other options are not typical activities for the Product Owner between Sprints, as the next Sprint starts immediately after the current Sprint1, the project plan is replaced by the Product Backlog2, and the Quality Assurance is done by the Developers of the Scrum Team within the Sprint1.
1: The Scrum Guide | Scrum.org 2: What is a Product Backlog? | Scrum.org

NEW QUESTION 7
Who is responsible for the sizing of Product Backlog items? (choose the best answer)

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

Answer: D

Explanation:
According to Scrum.org, the Developers who will be doing the work are responsible for the sizing of Product Backlog items1. The Product Owner may influence the Developers by helping them understand and select trade-offs1. This implies that the Developers size the items after clarifying requirements with the Product Owner1.

NEW QUESTION 8
A product's success is measured by: (choose the best three answers)

A. The impact on customer satisfaction.
B. The impact on cost.
C. The impact on my boss's mood.
D. The delivery of upfront defined scope compared to the upfront planned time.
E. The impact on my performance rating.
F. The impact on revenue.

Answer: ABF

Explanation:
? A product's success is measured by the impact it has on the customers, the business, and the market. Different products may have different success criteria and metrics, depending on their vision, goals, value proposition, and target audience. However, some of the common and important aspects that can indicate a product's success are:
? The other options are not valid or relevant measures of a product's success. They are either too subjective, narrow, or unrelated to the product's value proposition and goals. They are:
References:
? Product Success: https://www.productplan.com/glossary/product-success/
? Customer Satisfaction: https://www.agilealliance.org/glossary/customer- satisfaction/
? Cost: https://www.investopedia.com/terms/c/cost.asp
? Revenue: https://www.investopedia.com/terms/r/revenue.asp

NEW QUESTION 9
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 10
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 10
True or False: A Scrum Master fulfills the same role as a traditional Project Manager.

A. True
B. False

Answer: B

Explanation:
A Scrum Master does not fulfill the same role as a traditional Project Manager. A Project Manager is typically responsible for planning, executing, monitoring, controlling, and closing a project, as well as managing the scope, schedule, budget, quality, risks, and stakeholders of the project1. A Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices, and removes impediments to the team's progress2. A Scrum Master does not manage the project, the scope, the schedule, the budget, or the team, as these are either shared responsibilities or emergent outcomes of the Scrum framework[3][3]. A Scrum Master also does not have authority over the team or the stakeholders, but rather facilitates collaboration and empowerment among them4.
References:
1: What is Project Management?, Project Management Institute, accessed on December 16, 2023
2: The Scrum Guide, November 2020, p. 7
[3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023
4: Developing People and Teams, Scrum.org, accessed on December 16, 2023

NEW QUESTION 11
True or False: Product Owners must create clear and unambiguous acceptance criteria for each Product Backlog item before it may be selected in Sprint Planning.

A. True
B. False

Answer: B

Explanation:
It is not true that a Product Owner must create clear and unambiguous acceptance criteria for each Product Backlog item before it may be selected in Sprint Planning. This is because:
? Acceptance criteria are a set of conditions that a Product Backlog item must satisfy to be accepted by the Product Owner or the stakeholders. They are used to verify that the item meets the expected quality and value standards.

? Acceptance criteria are not mandatory or prescribed in Scrum. They are one of the possible techniques that a Product Owner may use to communicate their expectations and requirements to the Developers and the stakeholders. They are not part of the Scrum Guide or the Definition of Done.
? Acceptance criteria do not need to be created before Sprint Planning. They can be created or refined at any time during the product development process, as long as they are clear and agreed upon before the item is considered complete. They can also be changed or updated based on feedback or new insights.
? The only requirement for a Product Backlog item to be selected in Sprint Planning is that it is sufficiently clear and ready for selection. This means that it has enough detail and precision for the Developers to understand what they are supposed to build and why. It also means that it has been refined and ordered by the Product Owner based on value and impact.
References:
? [Scrum Guide], page 14, section "Sprint Planning"
? [Scrum Guide], page 12, section "Product Backlog Refinement"
? [Professional Scrum Product Owner™ Training], page 7, section "Product Backlog Management"

NEW QUESTION 12
The Developers find out during the Sprint that they are not likely to build everything they forecast. What would you expect a Product Owner to do?
(choose the best answer)

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

Answer: D

Explanation:
If the Developers find out during the Sprint that they are not likely to build everything they forecast, the best response from the Product Owner is to re-work the selected Product Backlog items with the Developers to meet the Sprint Goal. This is because:
? The Sprint Goal is a short-term objective that provides guidance and focus to the Scrum Team throughout the Sprint. It is a flexible and negotiable commitment that can be adjusted as more is learned throughout the Sprint.
? The Developers are accountable for creating a "Done" Increment in every Sprint.
They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They must inspect the Increment at the end of each Sprint and assess how it delivers value and contributes to the Product Goal.
? The Product Owner and the Developers must collaborate closely throughout the Sprint to ensure that they have a shared understanding of what they are building and why. The Product Owner must provide clarifications, feedback, and guidance to the Developers as needed to help them create a valuable Increment.
? If the Developers find out during the Sprint that they are not likely to build everything they forecast, it means that there is a gap between their initial plan and their actual progress. This may happen due to various reasons, such as new insights, changing requirements, technical challenges, or unforeseen circumstances.
? In this situation, the Product Owner should work with the Developers to re-work the selected Product Backlog items to meet the Sprint Goal. This may involve adding, removing, or modifying some items, as long as they still support the Sprint Goal and deliver value. The Product Owner should also communicate any changes or impacts to the stakeholders and customers as appropriate.
Other options, such as skipping Product Backlog refinement activities, informing management that more Developers are needed, changing the Sprint Goal, or canceling the Sprint, are not valid responses from the Product Owner as they do not reflect what should happen in Scrum or how to deal with uncertainty and complexity.
References:
? [Scrum Guide], page 15, section "Sprint Goal"
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 10, section "Increment"
? [Scrum Guide], page 10, section "Product Goal"

NEW QUESTION 13
What does it mean to say that an event has a timebox? (choose the best answer)

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

Answer: A

Explanation:
To say that an event has a timebox means that the event has a fixed duration that cannot be exceeded. The Scrum Guide states that "All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process."[1] This means that the timebox sets an upper limit for the event, but the event can end sooner if the goal is met.
References:
? [1]: The Scrum Guide[2], page 10
? [2]: The Scrum Guide

NEW QUESTION 14
What is a Product Owner typically responsible for during a Sprint? (choose the best two answers)

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

Answer: BD

Explanation:

? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? A Sprint is a timebox of one month or less within which a "Done" product Increment is created. A Sprint consists of the Sprint Planning, Daily Scrums, the development work, the Sprint Review, and the Sprint Retrospective. A Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.
? During a Sprint, a Product Owner is typically responsible for:
? The other options are not valid or relevant responsibilities of a Product Owner during a Sprint. They are either too administrative, micromanaging, or unrelated to the product value delivery. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Sprint: https://www.scrum.org/resources/what-is-a-sprint-in-scrum
? Stakeholders: https://www.agilealliance.org/glossary/stakeholders
? Daily Scrum: https://www.scrum.org/resources/what-is-a-daily-scrum

NEW QUESTION 17
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 happe
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 22
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 26
Who is on the Scrum Team? (choose all that apply)

A. Scrum Master.
B. Product Owner.
C. Developers.
D. Project Manager.
E. None of the above.

Answer: ABC

Explanation:
The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for creating and communicating a vision, ordering the Product Backlog, and ensuring that the best possible job is done to delight customers. The Developers are the people in the Scrum Team that are committed to delivering a "Done" Increment that meets the Definition of Done and the Sprint Goal. They are responsible for managing and organizing their work within the Sprint, collaborating with the Product Owner and the Scrum Master, and applying their skills and creativity to create a product that delivers value to the stakeholders and customers. A Project Manager is not a role in the Scrum Team, as Scrum does not recognize titles for Developers, regardless of the work being performed by the person. There is no need for a Project Manager, as the Scrum Team is self-managing and accountable for delivering value.
References:
? The Scrum Guide
? The Scrum Team
? Professional Scrum Product Owner™ I Certification

NEW QUESTION 27
Who determines how many Product Backlog items the Developers select for a Sprint? (choose the best answer)

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

Answer: B

Explanation:
The Developers are the ones who determine how many Product Backlog items they select for a Sprint. The Developers are self-managing and decide how much work they can do in a Sprint1. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers2. The Product Owner, the Scrum Master, and the stakeholders do not have the authority to tell the Developers how many Product Backlog items they should select, as this would violate the principle of self-management[3][3].
References:
1: The Scrum Guide, November 2020, p. 6
2: The Scrum Guide, November 2020, p. 10
[3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 28
How often should customer satisfaction be measured? (choose the best answer)

A. Frequently.
B. Quarterly.
C. Daily.
D. Annually.

Answer: A

Explanation:
? Customer satisfaction is a measure of how well a product or service meets or exceeds the expectations and needs of the customers. It is an important indicator of the value and quality of a product or service, and it can affect the loyalty, retention, and profitability of the customers.
? Customer satisfaction should be measured frequently, as it can change over time depending on various factors, such as the market conditions, the customer feedback, the product updates, the competitor actions, and the customer behavior. Measuring customer satisfaction frequently can help the Product Owner and the Scrum Team to inspect and adapt their product vision, strategy, roadmap, backlog, and increments based on the customer needs and preferences. It can also help them to identify and resolve any issues or gaps that may affect the customer satisfaction and value delivery.
? Measuring customer satisfaction quarterly, daily, or annually is not optimal, as it may not reflect the current state of the customer satisfaction and may miss some opportunities or risks that may arise in between the measurement intervals. Quarterly measurement may be too slow to respond to the fast-changing market and customer demands. Daily measurement may be too noisy and costly to collect and analyze. Annual measurement may be too outdated and irrelevant to inform the product decisions.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Customer Satisfaction: https://www.agilealliance.org/glossary/customer- satisfaction/

NEW QUESTION 32
What enhances the transparency of an Increment? (choose the best answer)

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

Answer: B

Explanation:

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

NEW QUESTION 37
Which is NOT a valid consideration when ordering a Product Backlog? (choose the best answer)

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

Answer: D

Explanation:
? The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product.
? The Product Owner is accountable for ordering the Product Backlog. The Product Owner orders the items in the Product Backlog based on factors such as value, risk, priority, dependency, feedback, or market conditions. The order of the Product Backlog items provides a clear and consistent indication of what is most important and urgent for the product. The order of the Product Backlog items also helps the Scrum Team and the stakeholders to plan and forecast effectively.
? The tools and techniques used to create, manage, or refine the Product Backlog are not a valid consideration when ordering the Product Backlog. The tools and techniques are means to an end, not an end in themselves. The tools and techniques do not affect the value or quality of the product or service delivered. The tools and techniques may vary from one Product Owner to another, depending on their preferences, skills, or context. The tools and techniques may also change over time, as new technologies or practices emerge or evolve.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Backlog: https://www.scrum.org/resources/what-is-a-product-backlog
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner

NEW QUESTION 40
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 41
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 44

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 45
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 49
True or False: The Product Owner makes sure the Developers select enough from the Product
Backlog for a Sprint to satisfy the stakeholders.

A. True
B. False

Answer: B

Explanation:
The Product Owner does not make sure the Developers select enough from the Product Backlog for a Sprint. The Product Owner is responsible for maximizing the value of the product and the work of the Developers, but the Developers are self-managing and decide how much work they can do in a Sprint1. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers2. The Product Owner should not interfere with the Developers' work during the Sprint, but should provide feedback and guidance on the product value[3][3]. References:
1: The Scrum Guide, November 2020, p. 6
2: The Scrum Guide, November 2020, p. 10
[3][3]: Professional Scrum Product Owner I Certification, Scrum.org, accessed on December 16, 2023

NEW QUESTION 50
True or False: The purpose of a Sprint is to produce a valuable, useful Increment.

A. True
B. False

Answer: A

Explanation:
The purpose of a Sprint is to produce a valuable, useful Increment that meets the Sprint Goal and the Definition of Done1. An Increment is a concrete step toward achieving the Product Goal and is the primary measure of progress in Scrum2. The Increment must be usable and potentially releasable, meaning that it meets the quality standards set by the Scrum Team and the stakeholders[3][3].
References:
1: The Scrum Guide, November 2020, p. 9
2: The Scrum Guide, November 2020, p. 6
[3][3]: The Scrum Guide, November 2020, p. 13

NEW QUESTION 52
Who determines when it is appropriate to update the Sprint Backlog during a Sprint? (choose the best answer)

A. The Project Manager.
B. The Scrum Team.

C. The Developers.
D. The Product Owner.

Answer: C

Explanation:
? The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. The Sprint Backlog is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint, and it belongs solely to the Developers.
? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.
? The Developers are also responsible for updating the Sprint Backlog throughout the Sprint. The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum. The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers work through the plan and learn more about the work needed to achieve the Sprint Goal.
? As new work is required, the Developers add it to the Sprint Backlog. As work is performed or completed, the estimated remaining work is updated. When elements of the plan are deemed unnecessary, they are removed. Only the Developers can change its content and order during a Sprint.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Sprint Backlog: https://www.scrum.org/resources/what-is-a-sprint-backlog
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum

NEW QUESTION 53
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 54
How is management that is external to the Scrum Team involved in the Daily Scrum? (choose the best answer)

A. The Product Owner represents their opinions.
B. The Scrum Master speaks on their behalf.
C. Managers are not required at the Daily Scrum.
D. Management gives an update at the start of each Daily Scrum.

Answer: C

Explanation:

Management that is external to the Scrum Team is not involved in the Daily Scrum because:
? The Daily Scrum is an event for the Developers to inspect their progress towards the Sprint Goal and adapt their Sprint Backlog accordingly. It is not a status meeting or a reporting session for managers or other stakeholders.
? The presence of external managers may hinder the self-organization, collaboration, and transparency of the Developers. It may also create pressure, interference, or distraction for the team.
? The Scrum Master is responsible for ensuring that the Daily Scrum is held and that only the Developers participate. The Product Owner and other stakeholders may attend as observers, but only if the Developers find it useful.
References:
? 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 Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management."
? Scrum Guide 2020, page 13: "The Daily Scrum is an internal meeting for the Developers. If others are present, the Scrum Master ensures that they do not disrupt the meeting."

NEW QUESTION 56
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 60
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 62
True or False: All planned work for the Product done by the Scrum Team must originate from the Product Backlog.

A. True
B. False

Answer: A

Explanation:
? The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product.
? The Product Owner is accountable for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable

Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.

? All planned work for the Product done by the Scrum Team must originate from the Product Backlog. The Scrum Team does not work on anything that is not in the Product Backlog. The Scrum Team does not add or remove anything from the Product Backlog without consulting with the Product Owner. The Scrum Team does not accept or implement any requests or changes that are not in the Product Backlog. The Scrum Team does not create any other artifacts or documents that are not derived from or related to the Product Backlog.

References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Backlog: https://www.scrum.org/resources/what-is-a-product-backlog
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum

NEW QUESTION 66
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 69
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 71
What are the two responsibilities of testers in a Scrum Team? (choose the best two answers)

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

Answer: BD

Explanation:
? Scrum is a framework for developing, delivering, and sustaining complex products.
Scrum defines three roles: the Product Owner, the Scrum Master, and the Developers. Scrum does not have any other roles or titles, such as "tester", "analyst", "designer", or "architect".
? The Developers are the people in the Scrum Team who are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.
? The Developers are responsible for quality, not just for programming. Quality is not something that can be added or verified after the product is built. Quality is something that must be built into the product from the start, by following good practices, standards, and principles. Quality is also something that must be inspected and adapted continuously, by applying feedback loops, testing methods, and improvement actions.
? The Developers are not divided into sub-teams or sub-roles based on their skills or specialties. The Developers are a cross-functional and self-organizing team that has all the skills and capabilities needed to create a valuable product Increment. The Developers collaborate and coordinate their work as one unit, without any hand-offs or silos.
? The Developers may have different backgrounds or expertise, such as testing, analysis, design, or architecture. However, these are not separate roles or responsibilities in Scrum. They are part of the collective accountability and responsibility of the Developers as a whole. The Developers may perform different tasks

or activities based on their skills or preferences, but they are all equally responsible for delivering a high-quality product Increment.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Quality: https://www.scrum.org/resources/blog/quality-scrum-value

NEW QUESTION 76
What is the responsibility of the Product Owner in crafting the Sprint Goal? (choose the best answer)

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

Answer: C

Explanation:
? The Sprint Goal is a short statement of what the Scrum Team intends to achieve during a Sprint. It provides guidance and direction for the Scrum Team, as well as a basis for inspecting and adapting the product and the process. The Sprint Goal is aligned with the product vision and goals, and it reflects the value and purpose of the Sprint.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.
? The Sprint Planning is an event that occurs at the beginning of each Sprint, where the Scrum Team plans how to deliver a valuable product Increment. The Sprint Planning consists of two topics: What can be done this Sprint? and How will the chosen work get done? The outcome of the Sprint Planning is an agreed-upon Sprint Goal, a Sprint Backlog, and a plan for delivering the Increment.
? The responsibility of crafting the Sprint Goal is shared by both the Product Owner and the Developers. The Product Owner should come to Sprint Planning with a business objective in mind, based on their understanding of the product vision, goals, value proposition, stakeholder feedback, market conditions, or other relevant factors. The Product Owner should propose how this objective can be achieved by selecting some Product Backlog items that can deliver value to customers or users. The Developers should collaborate with the Product Owner to craft a clear and concise Sprint Goal that expresses what they want to accomplish as a team during this Sprint. The Developers should also ensure that they have enough capacity and skills to deliver on this Sprint Goal.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Sprint Goal: https://www.scrum.org/resources/what-is-a-sprint-goal
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Sprint Planning: https://www.scrum.org/resources/what-is-sprint-planning

NEW QUESTION 79
A Scrum Team has been working on a product for 9 Sprints. A new Product Owner who is new to Scrum joins the team and understands she is accountable for the Product Backlog.
However, she is unsure about the purpose of the Product Backlog. She has read that the Product Backlog
should be a list of all user features for the product. She goes to the Scrum Master asking where to put the other types of requirements that are going to be taken into account. Are all of the following types of requirements acceptable on a Product Backlog?
• Stability requirements
• Performance requirements
• Product Functionality
• Documentation
• Fixes
(choose the best answer)

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

Answer: A

Explanation:
? The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product.
? All types of requirements are acceptable on a Product Backlog, as long as they are aligned with the product vision and goals, and they are transparent, clear, and valuable. The Product Backlog can include stability requirements, performance requirements, product functionality, documentation, fixes, or any other aspects that contribute to the quality and usability of the product.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable

Increment. The Developers work closely with the Product Owner to understand
and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Backlog: https://www.scrum.org/resources/what-is-a-product-backlog

NEW QUESTION 83
True or False: The Scrum Team is accountable for creating a valuable increment every Sprint.

A. True
B. False

Answer: A

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

NEW QUESTION 88
When should the Product Owner update the project plan? (choose the best answer)

A. Before the Sprint Planning to know how much work will have to be done in the Sprint.
B. The Product Backlog is the plan in Scru
C. It is updated as new information and insights emerge.
D. After the Daily Scrum to ensure an accurate daily overview of project progress.
E. The project plan must be updated prior to the Sprint Retrospective.

Answer: B

Explanation:
The Product Owner is responsible for managing and refining the Product Backlog, which is the single source of truth for the plan of the product development. The Product Backlog is a living artifact that changes as the product and the market evolve. The Product Owner updates the Product Backlog continuously based on feedback, learning, and stakeholder needs. There is no separate project plan document in Scrum.
References:
? [Scrum Guide], section 3.1: "The Product Backlog is an emergent, ordered list of what is needed to improve the product."
? [Professional Scrum Product Owner], chapter 5: "The Product Backlog represents everything necessary to develop and launch a successful product."
? [What is a Product Backlog?]: "The Product Backlog is a list of all things that need to be done within the project."

NEW QUESTION 92
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 theSprint.

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 93
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 95
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 product[3][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 97
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 101
True or False: A Product Owner should measure product value by the increase in the team's velocity.

A. True
B. False

Answer: B

Explanation:
 A Product Owner should not measure product value by the increase in the team's velocity. This is because:
? Velocity is a measure of how much work a Scrum Team can deliver in a Sprint. It is based on the estimation of Product Backlog items that are selected for a Sprint and completed according to the Definition of Done.
? Velocity is not a measure of product value. It does not reflect how well the product meets the needs and expectations of the customers, users, and stakeholders. It does not reflect how much value or impact the product creates in terms of revenue, satisfaction, or social good.
? Velocity is not a goal or a target for a Scrum Team. It is a planning tool that helps them forecast their future work based on their past performance. It is not a metric that should be used to compare or judge teams or individuals.
? A Product Owner should measure product value by using indicators that are relevant, meaningful, and actionable for their product context. These may include metrics such as customer feedback, usage data, market share, return on investment, or social impact.
References:
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 15, section "Sprint Backlog"
? [Professional Scrum Product Owner™ Training], page 5, section "Product Value"
? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 105
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 106
Why would you expect a Product Owner to care that the Scrum Team adheres to its Definition of Done?
(choose the best two answers)

A. The Product Owner should not concern themselves with meeting the Definition of Done, it is the Developer's responsibility.
B. To be able to punish the team when they do not meet their velocity goal for the Sprint.
C. To forecast the team's productivity over time.
D. The Definition of Done can affect the product's total cost of ownership.
E. To have complete transparency into what has been done at the end of each Sprint.

Answer: CD

Explanation:
 The Product Owner should care that the Scrum Team adheres to its Definition of Done because:
? It helps to forecast the team's productivity over time. By having a clear and consistent Definition of Done, the Product Owner can measure the amount of work that the team can deliver in each Sprint and plan accordingly.
? It affects the product's total cost of ownership. By ensuring that the work done by the team meets the quality standards and expectations of the stakeholders, the Product Owner can reduce the risk of technical debt, rework, defects, and maintenance costs in the future.
References:
? Scrum Guide 2020, page 10: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product."
? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes … ordering Product Backlog items; and, ensuring that the Product Backlog is transparent, visible and understood."
? Scrum Guide 2020, page 14: "The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration."

NEW QUESTION 111
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 113
When does the next Sprint begin? (choose the best answer)

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

Answer: B

NEW QUESTION 118
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 121
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 123
Which are appropriate topics for discussion in a Sprint Retrospective? (choose the best three answers)

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

Answer: ACD

Explanation:
 The Sprint Retrospective is an event where the Scrum Team reflects on how they worked together in the last Sprint and identifies ways to improve their collaboration, processes, and quality. Therefore, appropriate topics for discussion in a Sprint Retrospective are:
? Team relations: The Scrum Team should discuss how they communicated, interacted, and supported each other during the Sprint. They should celebrate their successes, acknowledge their challenges, and address any conflicts or issues that arose. They should also share feedback, appreciation, and suggestions for improvement with each other.
? How the Scrum Team does its work: The Scrum Team should inspect the methods, tools, and practices they used to deliver the product increment. They should evaluate what worked well and what could be improved. They should also identify any impediments, risks, or dependencies that affected their work and how they handled them.
? Definition of Done: The Scrum Team should review their Definition of Done and check if it is still relevant, clear, and achievable. They should also assess how well they adhered to it and if they delivered a potentially releasable product increment that meets the quality standards. They should also consider if they need to update or adapt their Definition of Done based on new insights or feedback.
The following topics are not appropriate for discussion in a Sprint Retrospective:
? The value of work currently represented in the Product Backlog: The value of the Product Backlog items is the responsibility of the Product Owner, who should continuously refine and order them based on stakeholder needs and feedback. The value of the Product Backlog items is not directly related to how the Scrum Team works together and does not affect their improvement actions for the next Sprint.
? Arranging the Sprint Backlog for the next Sprint: The Sprint Backlog is the plan for the next Sprint that is created by the Scrum Team during the Sprint Planning event. The Sprint Backlog is based on the Product Backlog items that are selected for the next Sprint and how the Developers intend to accomplish them. The Sprint Retrospective is not a planning event but a reflection event that focuses on the past Sprint.
References:
? [Scrum Guide], section 3.5: "The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness."
? [Professional Scrum Product Owner], chapter 7: "The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint."
? What is a Sprint Retrospective? | Scrum.org: "During each Sprint Retrospective, the Scrum Team plans ways to increase product quality by improving work processes or adapting the definition of "Done" if appropriate and not in conflict with product or organizational standards."
? The Sprint Retrospective - What It Is & Tips for Making the Most of Your Meeting: "The focus is on how the team worked together in the last sprint, including: Communication Teamwork Process Tools Systems Work environment Missing competencies Collaboration with external parties"

NEW QUESTION 125
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 130
Which best describes the Product Backlog? (choose the best answer)

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

Answer: A

Explanation:
The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. The other options are not accurate descriptions of the Product Backlog, as it does not contain all foreseeable tasks and requirements, it does not provide just enough information to start the design phase, and it is not baselined to follow change management processes23.
1: What is a Product Backlog? | Scrum.org 2: What is a Product Backlog? | Agile Alliance 3: Product Backlog: Definition, Examples & Techniques | Wrike Guide

NEW QUESTION 131
How much of the Sprint Backlog must be defined during the Sprint Planning event? (choose the best answer)

A. Just enough to understand design and architectural implications.
B. Enough so the Developers can create their forecast of what work they can do.
C. The entire Sprint Backlog must be identified and estimated by the end of Sprint Planning.D.Just enough tasks for the Scrum Master to be confident in the Developers' understanding of the Sprint.

Answer: B

Explanation:
The amount of the Sprint Backlog that must be defined during the Sprint Planning event is enough so the Developers can create their forecast of what work they can do. This is because:
? Sprint Planning is an event where the Scrum Team plans for the upcoming Sprint.
The purpose of Sprint Planning is to align the entire Scrum Team around a common goal and a plan for delivering an Increment that meets that goal.
? The Developers are accountable for creating a Sprint forecast, which is a selection
of Product Backlog items that they intend to work on during the Sprint. The Sprint forecast should be realistic, achievable, and valuable.
? The Developers are also accountable for creating a plan for how they will deliver
the selected Product Backlog items as a "Done" Increment. The plan may include tasks, dependencies, risks, estimates, or other information that helps them organize and manage their work.
? The amount of the Sprint Backlog that must be defined during Sprint Planning may vary depending on the context, complexity, and uncertainty of the product development. However, it should be enough so that the Developers can create their forecast of what work they can do and have a clear direction for the first few days of the Sprint.
Other options, such as just enough to understand design and architectural implications, the entire Sprint Backlog being identified and estimated by the end of Sprint Planning, or just enough tasks for the Scrum Master to be confident in the Developers' understanding of the Sprint, are not valid answers as they do not reflect what must be defined during Sprint Planning or what is required for creating a Sprint forecast.
References:
? [Scrum Guide], page 14, section "Sprint Planning"
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 15, section "Sprint Backlog"
? [Scrum Guide], page 14, section "Sprint Planning"

NEW QUESTION 133
True or False: The Scrum Team is accountable for creating a valuable increment every Sprint.

A. True
B. False

Answer: A

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

? What is an Increment and how Does it Connect with the other Elements of Scrum?
? The Professional Product Owner

NEW QUESTION 134
Which of the following are criteria to order Product Backlog items? (choose the best three answers)

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

Answer: ACD

Explanation:
A Product Owner orders a Product Backlog in any way they think will maximize the value of the product1. They take various factors into consideration when ordering the Product Backlog such as business value, risk, return on investment (ROI), dependencies and impact1. Dependencies between Product Backlog items and their relevance to achieving the Product Goal are two of these factors12. The availability of the Scrum Master and the number of stakeholders who approve of the item are not valid criteria for ordering the Product Backlog3.

NEW QUESTION 137
Who can cancel a Sprint? (choose the best answer)

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

Answer: C

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

NEW QUESTION 138
An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done?
(choose the best answer)

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

Answer: D

NEW QUESTION 142
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 146
The "cone of uncertainty" can be used to do what?
(choose the best answer)

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

Answer: C

Explanation:
? The "cone of uncertainty" is a graphical representation of the degree of uncertainty in a project estimate over time. It shows that the range of possible outcomes is wider at the beginning of the project and narrows down as the project progresses and more information becomes available.
? The "cone of uncertainty" can be used to illustrate that as a project forecast lengthens, it is increasingly less certain. This means that the longer the time horizon for a project, the more variability and risk there is in the estimate. This also implies that shorter iterations and frequent feedback can help reduce uncertainty and improve accuracy.
? The "cone of uncertainty" cannot be used to determine whether to cut quality, similar to the "Iron Triangle" of project management. The "Iron Triangle" is a model that shows the trade-offs between scope, time, and cost in a project. Quality is often considered as a fourth dimension that is affected by these three factors. Cutting quality is not a desirable option for any project, especially for Scrum projects that value delivering high-quality products that meet customer needs.
? The "cone of uncertainty" cannot be used to determine the cost of a project before it begins. The cost of a project depends on many factors, such as the scope, the resources, the complexity, the risks, and the market conditions. The "cone of uncertainty" only shows the range of possible outcomes based on the available information at a given point in time. It does not provide a definitive or accurate estimate of the cost before the project starts.
? The "cone of uncertainty" cannot be used to determine the length of the next Sprint. The length of the next Sprint is determined by the Scrum Team based on their empirical experience and their ability to deliver a potentially releasable Increment of value. The "cone of uncertainty" does not provide any guidance on how long a Sprint should be or how much work can be done in a Sprint.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Cone of Uncertainty: https://www.agilealliance.org/glossary/cone-of-uncertainty/

NEW QUESTION 151
Which of the following is an example of an Increment?
(choose the best answer)

A. A plan for the overall product release.
B. A mock-up of the product marketing materials.
C. A design for the product.
D. A product roll-out plan.
E. A valuable, useful set of product features.
F. All of the above.

Answer: E

Explanation:
 An Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints.1 An Increment is a concrete, tangible, and usable outcome of the work done by the Developers in a Sprint. It is not a plan, a mock-up, a design, or a roll-out plan, as these are not valuable or useful products in themselves. An Increment must meet the definition of "Done", which means it must adhere to the quality standards agreed upon by the Scrum Team and the stakeholders.1 An Increment must also be potentially releasable, which means it must be in a state that it could be delivered to the customer or user if the Product Owner decides so.1
References:
? 1: The Scrum Guide2, page 14
? 2: The Scrum Guide

NEW QUESTION 156
True or False: Product Owners must specify complete acceptance criteria for a Product Backlog item before the Developers can select the item in Sprint Planning.

A. True
B. False

Answer: B

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

NEW QUESTION 160
Scrum is based on empiricism. All of its artifacts must be transparent to ensure sufficient accuracy of inspection. How can the Scrum Team maintain the Product Backlog to maximize its transparency?
(choose the best answer)

A. The Product Backlog is only updated at the Sprint Review, when both the Scrum Team and the stakeholders are available.

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

Answer: E

Explanation:
The Scrum Team can maintain the Product Backlog to maximize its transparency by continually keeping it up to date with the most recent insights because:
? It reflects the current state of the product and the work. The Product Backlog is a dynamic and emergent artifact that represents all the possible features, functions, requirements, enhancements, and fixes that constitute changes to the product. By updating it frequently, the Scrum Team can ensure that the Product Backlog is accurate, complete, and relevant.
? It enables the Product Owner to optimize the value of the product and the work of the Scrum Team. The Product Owner is accountable for effective Product Backlog management, which includes ordering, refining, and communicating the Product Backlog items. By updating it frequently, the Product Owner can incorporate new learnings, feedback, opportunities, and changes into the product decisions and priorities.
? It supports the inspection and adaptation of the Scrum Team and the stakeholders.
The Product Backlog is a source of information and transparency for everyone involved in the product development. By updating it frequently, the Scrum Team and the stakeholders can inspect the progress and outcomes of each Sprint, and adapt their plans and actions accordingly.
References:
? Scrum Guide 2020, page 10: "The Product Backlog is an emergent, ordered list of what is needed to improve the product."
? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes … ensuring that the Product Backlog is transparent, visible and understood."
? Scrum Guide 2020, page 11: "The ordering of the items in the Product Backlog is the sole responsibility of the Product Owner. They order Product Backlog items to best achieve goals and missions."
? Scrum Guide 2020, page 11: "Higher ordered Product Backlog items are clearer and more refined than lower ordered ones."
? Scrum Guide 2020, page 15: "The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration."

NEW QUESTION 163
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 164
Which answer best describes the topics covered in Sprint Planning? (choose the best answer)

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

Answer: D

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

NEW QUESTION 169
True or False: Sprint Reviews are an opportunity to collect stakeholder feedback.

A. True
B. False

Answer: A

Explanation:
? The Sprint Review is an event that occurs at the end of each Sprint, where the Scrum Team and the stakeholders inspect the Increment and adapt the Product Backlog if needed. The Sprint Review is an opportunity for the Product Owner to validate that the Increment meets their expectations and delivers value to the customers and users. The Sprint Review is also an opportunity for the Developers to demonstrate their work and receive feedback from the Product Owner and the stakeholders.
? Stakeholders are people external to the Scrum Team who have a stake or interest in the product, such as customers, users, sponsors, managers, or other teams. Stakeholders provide valuable input, feedback, and insights to the Scrum Team regarding the product vision, goals, value proposition, requirements, features, functions, quality, usability, or market conditions.
? Collecting stakeholder feedback is one of the main purposes of the Sprint Review.
Stakeholder feedback can help the Scrum Team to:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Sprint Review: https://www.scrum.org/resources/what-is-a-sprint-review
? Stakeholders: https://www.agilealliance.org/glossary/stakeholders

NEW QUESTION 174
Which of the following are appropriate topics for discussion during a Sprint Retrospective? (choose the best two answers)

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

Answer: AC

Explanation:
The Sprint Retrospective is an event for the Scrum Team to inspect how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done1. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness for the next Sprint2. Therefore, appropriate topics for discussion during a Sprint Retrospective are:
Identifying high priority process improvements for the next Sprint. The Scrum Team should identify the most important things that went well and the potential improvements, and create a plan for implementing some of them in the next Sprint[3][3]. This way, the Scrum Team can continuously improve their performance and deliver more value.
How the team collaborates. The Scrum Team should reflect on how they work together as a self-managing unit, and how they can enhance their skills, tools, and relationships4. This way, the Scrum Team can foster a culture of trust, respect, and collaboration.
The other options are not appropriate topics for discussion during a Sprint Retrospective, as they are either related to the Product Backlog or the Sprint Backlog, which are not the focus of the Sprint Retrospective. The order of items in the Product Backlog is the responsibility of the Product Owner, who manages the Product Backlog based on the value, risk, and dependencies of the items5. The Product Owner may seek input from the Scrum Team or the stakeholders, but the final decision is up to the Product Owner. Documenting acceptance criteria for items in the next Sprint is part of the Product Backlog refinement, which is an ongoing activity throughout the Sprint, not a specific event. The Scrum Team should collaborate on refining the Product Backlog items and adding more details, such as acceptance criteria, as they become more clear and ready for selection in a Sprint Planning.
References:
1: The Scrum Guide, November 2020, p. 14
2: The Scrum Guide, November 2020, p. 15
[3][3]: The Scrum Guide, November 2020, p. 15
4: Developing People and Teams, Scrum.org, accessed on December 16, 2023 5: The Scrum Guide, November 2020, p. 7
The Scrum Guide, November 2020, p. 10 The Scrum Guide, November 2020, p. 10
Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 179
When does a Developer become accountable for an item in the Sprint Backlog? (choose the best answer)

A. During the Daily Scrum.
B. As soon as a Developer on the Scrum Team can accommodate more work.
C. Neve
D. All Developers on the Scrum Team share accountability for items in the Sprint Backlog.
E. At Sprint Planning when all of the Sprint Backlog items are split evenly across the Developers.

Answer: C

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

NEW QUESTION 183
Who must attend the Daily Scrum? (choose the best answer)

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

Answer: C

NEW QUESTION 187
When can Developers cancel a Sprint? (choose the best answer)

A. When functional expectations are not well understood.
B. When the selected Product Backlog items for the Sprint become unachievable.
C. They canno
D. Only Product Owners can cancel Sprints.
E. When the Product Owner is absent too often.
F. When a technical dependency cannot be resolved.

Answer: C

Explanation:
According to the Scrum Guide, a Sprint can be canceled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master. A Sprint would be canceled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be canceled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense. Developers cannot cancel a Sprint on their own, even if they face challenges or difficulties with the selected Product Backlog items, the functional expectations, the technical dependencies, or the Product Owner's availability. Instead, they should collaborate with the Product Owner and the Scrum Master to find the best way to deliver value within the Sprint and adapt to the changing situation. References:
? The Scrum Guide
? Understanding and Applying the Scrum Framework
? Professional Scrum Product Owner™ I Certification

NEW QUESTION 191
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 196
True or False: Multiple Scrum Teams working on the same product must have the same Sprint start date.

A. True
B. False

Answer: B

Explanation:
Multiple Scrum Teams working on the same product do not have to have the same Sprint start date. The Scrum Guide does not prescribe any synchronization of Sprints across multiple teams1. However, it is recommended that the teams align their Sprint cadence and duration, and coordinate their dependencies and integration through a shared Product Backlog, a common Definition of Done, and frequent communication2. This way, the teams can deliver a coherent and valuable product Increment every Sprint[3][3].
References:
1: The Scrum Guide, November 2020, p. 9
2: Managing Products with Agility, Scrum.org, accessed on December 16, 2023 [3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 199
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