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

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

Answer: A

Explanation:
The Product Owner must spend enough time with the Developers so that they are confident the Increment will meet the intended value. This is because:
? The Developers are accountable for creating a "Done" Increment in every Sprint.
They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They must inspect the Increment at the end of each Sprint and assess how it delivers value and contributes to the Product Goal.
? The Product Owner and the Developers must collaborate closely throughout the Sprint to ensure that they have a shared understanding of what they are building and why. The Product Owner must provide clarifications, feedback, and guidance to the Developers as needed to help them create a valuable Increment.
? The amount of time that the Product Owner must spend with the Developers may vary depending on the context, complexity, and uncertainty of the product development. However, it should be enough so that both parties are confident that the Increment will meet the intended value.
Other options, such as 40%, as much time as the Developers tell them to be present, or 100%, are not valid answers as they imply a fixed or arbitrary amount of time that does not reflect the actual needs and dynamics of the product development.
References:
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 10, section "Increment"
? [Scrum Guide], page 10, section "Product Goal"

NEW QUESTION 3
What is the timebox for the Sprint Review? (choose the best answer)

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

Answer: C

Explanation:
The timebox for the Sprint Review is four hours for a one-month Sprint. This is because:
? The Sprint Review is an event where the Scrum Team and stakeholders inspect the Increment and adapt the Product Backlog if needed. The purpose of the Sprint Review is to elicit feedback and foster collaboration.
? The timebox for each Scrum event is proportional to its frequency and duration. A one-month Sprint corresponds to a maximum calendar month.
? The timebox for a one-month Sprint Review is four hours. For shorter Sprints, it is usually shorter.
? The timebox ensures that there is enough time to inspect what has been done in relation to what could be done next and make any necessary adaptations to optimize value.
Other options, such as two hours for a one-month Sprint, one day, or as long as needed, are not valid answers as they do not reflect the correct timebox for the Sprint Review. References:
? [Scrum Guide], page 17, section "Sprint Review"
? [Scrum Guide], page 9, section "Sprint"
? [Scrum Guide], page 9, section "Timeboxing Scrum Events"

NEW QUESTION 4
True or False: The Sprint Backlog is a result of Sprint Planning, and it includes the Sprint Goal.

A. True

B. False

Answer: A

Explanation:
It is true that the Sprint Backlog is a result of Sprint Planning, and it includes the Sprint Goal. This is because:
? Sprint Planning is an event where the Scrum Team plans for the upcoming Sprint.
The purpose of Sprint Planning is to align the entire Scrum Team around a common goal and a plan for delivering an Increment that meets that goal.
? The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering them as a "Done" Increment. The Sprint Backlog is owned by the Developers who use it to organize and manage their work during the Sprint.
? The Sprint Goal is a short-term objective that provides guidance and focus to the Scrum Team throughout the Sprint. It is a flexible and negotiable commitment that can be adjusted as more is learned throughout the Sprint.
? The Sprint Backlog is created by the collaborative work of the entire Scrum Team during Sprint Planning. The Product Owner proposes how the product could increase its value and utility in the current Sprint. The Developers discuss how they can deliver a "Done" Increment that meets this proposal. Together, they define a Sprint Goal that summarizes why the Sprint is valuable to stakeholders. Then, they select enough Product Backlog items from the top of the ordered Product Backlog to satisfy the Sprint Goal. Finally, they create a plan for how they will deliver those items as a "Done" Increment.
References:
? [Scrum Guide], page 14, section "Sprint Planning"
? [Scrum Guide], page 15, section "Sprint Backlog"
? [Scrum Guide], page 15, section "Sprint Goal"

NEW QUESTION 5
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 6
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 7
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 8
What does it mean to say that an event has a timebox? (choose the best answer)

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

Answer: A

Explanation:
To say that an event has a timebox means that the event has a fixed duration that cannot be exceeded. The Scrum Guide states that "All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process."1 This means that the timebox sets an upper limit for the event, but the event can end sooner if the goal is met.
References:
? 1: The Scrum Guide2, page 10
? 2: The Scrum Guide

NEW QUESTION 9
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 10
In accordance with Scrum theory, how should a group of 100 people be divided into multiple
Scrum Teams?
(choose the best answer)

A. Create a matrix of skills, seniority, and level of experience to assign people to teams.
B. Check with the allocation department to see who has worked together before and make these the first teams.
C. Understanding the product, the product vision and the rules of the Scrum framework, the people divide themselves into teams.
D. It does not really matter since you can rotate the teams every Sprint to spreadknowledge.

Answer: C

Explanation:
In accordance with Scrum theory, a group of 100 people should be divided into multiple Scrum Teams by understanding the product, the product vision and the rules of the Scrum framework, and then dividing themselves into teams because:
? It respects the self-organization and empowerment of the people. The people are the ones who have the knowledge, skills, and experience to create and deliver the product. They are also the ones who will work together as Scrum Teams, collaborating and coordinating their efforts. Therefore, they should have the autonomy and authority to decide how to form their teams, based on their preferences, interests, and capabilities.
? It supports the alignment and coherence of the Scrum Teams. The people should have a clear and shared understanding of the product, the product vision, and the rules of the Scrum framework before forming their teams. This can help them to align their goals and missions, to ensure that they are working on the same product and towards the same vision. It can also help them to follow the same principles and practices of Scrum, to ensure that they are working effectively and consistently.
? It fosters the collaboration and synergy of the Scrum Teams. The people should form their teams in a way that maximizes their collaboration and synergy. This can mean choosing team members that complement each other's skills and strengths, that have good rapport and trust, that can communicate and coordinate well, and that can deliver a valuable Increment each Sprint.
References:
? Scrum Guide 2020, page 5: "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value in each Sprint."

? Scrum Guide 2020, page 5: "Scrum Teams are self-managing, meaning they internally decide who does what, when, and how."
? Scrum Guide 2020, page 9: "Multiple Scrum Teams working together on a product use one Product Backlog."
? Scrum Guide 2020, page 9: "The Product Owner is one person, not a committee."

NEW QUESTION 10
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 13
Who owns the Sprint Backlog? (choose the best answer)

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

Answer: D

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

NEW QUESTION 14
If Product Backlog refinement is needed, when is the ideal time for refinement to take place and
who should participate? (choose the best two answers)

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

Answer: AE

Explanation:
The ideal time for refinement to take place and who should participate are the Scrum Team during the current Sprint, if they have been unable during preceding Sprints to define Product Backlog items with enough precision to begin work, and the Scrum Team on an ongoing basis, defining Product Backlog items into smaller more precise items that are ready for selection. This is because:
? Product Backlog refinement is the act of adding detail, estimates, and order to Product Backlog items. It is an ongoing and collaborative process that involves the whole Scrum Team.
? The Scrum Team should refine the Product Backlog as needed to ensure that there are enough items that are sufficiently clear and ready for selection in Sprint Planning. The amount of time spent on refinement usually varies from one Scrum Team to another, but it is recommended not to exceed 10% of the capacity of the Developers.
? The Scrum Team may also use a Sprint to refine the Product Backlog if they have not been able to do so in previous Sprints. This may happen when the product is new or complex, or when there is a significant change in the product vision or direction. However, this should be an exception rather than a rule, as it may delay the delivery of value and feedback.
Other options, such as business analysts doing the refinement work for the Scrum Team, the Product Owner doing the refinement alone in Sprint 0 or between Sprints, or handing off the ownership of the Product Backlog to someone else, are not consistent with the principles and values of Scrum. They may lead to misunderstandings, misalignment, or loss of ownership and accountability.
References:
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 12, section "Product Backlog Refinement"
? [Professional Scrum Product Owner™ Training], page 7, section "Product Backlog Management"
? [Professional Scrum Product Owner™ Training], page 8, section "Release Management"
? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 18
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 21
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 25
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 28
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 29
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 33
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 38
Who is accountable for managing the progress of work during a Sprint? (choose the best answer)

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

Answer: A

Explanation:
The Developers are accountable for managing the progress of work during a Sprint, as they are the ones who plan, execute, and deliver the work. The Scrum Guide states that "The Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint."1 The Developers are also responsible for conducting the Daily Scrum, a 15-minute event for the Developers to synchronize activities and create a plan for the next 24 hours.1 The Developers are self-managing, which means they decide how best to accomplish their work, rather than being directed by others outside the Scrum Team.1
References:
? 1: The Scrum Guide2, page 7
? 2: The Scrum Guide

NEW QUESTION 40
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 42
What is the Product Owner responsible for during the Sprint Retrospective? (choose the best answer)

A. Summarizing and reporting the discussions to the stakeholders that they represent in the Scrum Team.
B. The Product Owner should not take part in Sprint Retrospective.
C. Participating as a Scrum Team member.
D. Capturing requirements for the Product Backlog.

Answer: C

NEW QUESTION 44
The Scrum Team should have all the skills needed to: (choose the best answer)

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

Answer: C

Explanation:
The Scrum Team should have all the skills needed to turn Product Backlog items into a valuable, useful Increment, as this is the primary goal of each Sprint. The Scrum Guide states that "The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal."1 The Scrum Team should be cross-functional, which means that the Developers have all the skills necessary to create a product Increment.1 The Scrum Team should also be self-managing, which means that they decide how best to accomplish their work, rather than being directed by others outside the Scrum Team.1
References:
? 1: The Scrum Guide2, page 6

? 2: The Scrum Guide

NEW QUESTION 46
Who is accountable for creating a valuable and usable Increment each Sprint? (choose the best answer)

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

Answer: A

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

NEW QUESTION 47
For the purpose of transparency, when does Scrum say a valuable and useful Increment must
be available?
(choose the best answer)

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

Answer: A

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

NEW QUESTION 50
When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint?
(choose the best answer)

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

Answer: A

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

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

NEW QUESTION 55
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."
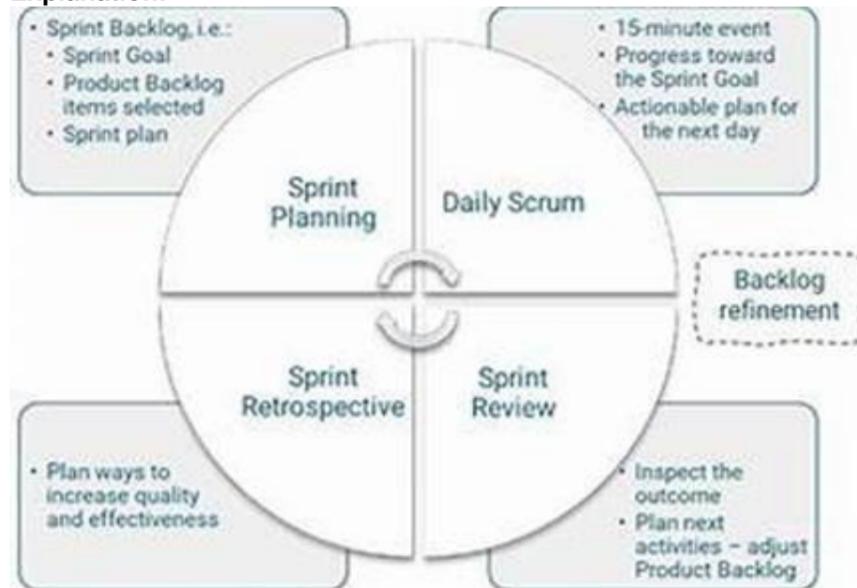
NEW QUESTION 59
Which of the following might the Scrum Team discuss during a Sprint Retrospective? (choose the best answer)

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

Answer: E

Explanation:

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

NEW QUESTION 61
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 63

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 66

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 67

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

A. True
B. False

Answer: B

Explanation:
? In Scrum, there is only one product and one Product Backlog for a given product.
The Product Backlog is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product. The Product Backlog is ordered by the Product Owner based on the product vision, goals, and value.
? Having multiple Product Backlogs for one product would create confusion, duplication, inconsistency, and waste. It would also make it harder to align the Scrum Teams and the stakeholders on the same product direction and priorities. Therefore, a Product Owner with multiple teams working on one product should not maintain separate Product Backlogs for each team.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the

right time.
? In some cases, when there are multiple Scrum Teams working on one product, it may be necessary to have some form of scaling or coordination mechanism to ensure alignment and collaboration among the teams. However, this does not mean that there should be multiple Product Owners or Product Backlogs. Instead, there should be ways to facilitate communication, feedback, integration, and transparency among the teams and with the Product Owner. For example, some frameworks or practices that can help with scaling Scrum are Nexus, LeSS, SAFe, or Scrum of Scrums.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Nexus: [1]
? LeSS: [2]
? SAFe: [3]
? Scrum of Scrums: [4]

NEW QUESTION 71
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 72
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 77
Which of the following are the Developers accountable for? (choose the best two answers)

A. Organizing the work required to meet the Sprint Goal.
B. Selecting the Product Owner.
C. Reporting productivity.
D. Creating a plan for the Sprint, the Sprint Backlog.

Answer: AD

Explanation:
The Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for organizing and managing their work. Only the Developers can decide how to perform the work during the Sprint1. The Developers plan the work necessary to create an Increment that meets the Definition of Done during the Sprint Planning event. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers. The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal1. The Developers are responsible for creating and maintaining the Sprint Backlog1. The Developers are not accountable for selecting the Product Owner, reporting productivity, or any other activities that are not related to creating a Done Increment that meets the Sprint Goal123. References:
? Scrum Guide
? What is a Developer?
? Who Determines How Work Is Performed During The Sprint?
? [What is Sprint Planning?]

NEW QUESTION 81
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 83
Who is accountable for tracking the remaining work toward the Sprint Goal? (choose the best answer)

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

Answer: A

Explanation:
The Developers are the ones who are accountable for tracking the remaining work toward the Sprint Goal. The Developers are self-managing and decide how much work they can do in a Sprint1. They also create and update the Sprint Backlog, which is the plan for how the Developers will achieve the Sprint Goal, and the single source of truth for the work to be done in the Sprint2. The Developers use the Daily Scrum to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary[3][3]. The Product Owner, the Scrum Master, and the Project Manager (if any) do not have the accountability for tracking the remaining work toward the Sprint Goal, as this is the responsibility of the Developers. References:
1: The Scrum Guide, November 2020, p. 6
2: The Scrum Guide, November 2020, p. 10
[3][3]: The Scrum Guide, November 2020, p. 11

NEW QUESTION 87
True or False: When there are multiple teams working on one product, each Scrum Team should have a separate Product Owner.

A. True
B. False

Answer: B

Explanation:
 When there are multiple teams working on one product, each Scrum Team should not have a separate Product Owner. This is because:
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.
? The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it.
? Having multiple Product Owners for one product may lead to conflicts,
inconsistencies, or confusion among the Scrum Teams and the stakeholders. It may also reduce the alignment, collaboration, and ownership of the product development.
? Instead of having multiple Product Owners, it is recommended to have one Product Owner who works with representatives from each Scrum Team to ensure that they have a shared understanding of the product vision, goals, and priorities. The Product Owner may also delegate some of the Product Backlog management tasks to these representatives, but they remain accountable for the final decisions.
References:
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 10, section "Product Goal"
? [Professional Scrum Product Owner™ Training], page 6, section "Product Vision"
? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 89
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 91
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 94
A Scrum Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what done means.
(choose the best two answers)

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

Answer: AD

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

NEW QUESTION 99

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

A. True
B. False

Answer: B

Explanation:
The value delivered by a product can not be determined by revenue alone, because:
? Revenue is only one aspect of value, and it may not reflect the true impact or benefit of the product for the stakeholders, the users, and the society. For example, a product may generate high revenue, but also cause environmental damage, ethical issues, or customer dissatisfaction.
? Value is a subjective and relative concept, and it may vary depending on the context, the perspective, and the criteria of the evaluation. For example, a product may have different value for different segments of customers, or for different markets or regions.
? Value is dynamic and emergent, and it may change over time due to various factors, such as feedback, competition, innovation, or regulation. For example, a product may lose its value as new alternatives or solutions become available, or as customer needs or preferences evolve.
References:
? Scrum Guide 2020, page 6: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."
? Scrum Guide 2020, page 11: "The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against."
? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes … optimizing the value of the work the Scrum Team performs."

NEW QUESTION 102
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 107
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 109
Which of the following practices might help the Product Owner minimize waste in developing
and sustaining the Product Backlog? (choose the best two answers)

A. Avoid distracting the Scrum Team by maintaining newly gathered Product Backlog items in a separate Product Backlog until they are fully understood.
B. Hand off ownership of the Product Backlog to someone else.

C. Remove items from the Product Backlog that have not been addressed in a long time.
D. Only fully describe Product Backlog items when it seems likely they will be implemented.

Answer: CD

Explanation:
The practices that might help the Product Owner minimize waste in developing and sustaining the Product Backlog are:
? Remove items from the Product Backlog that have not been addressed in a long time. This helps keep the Product Backlog relevant, concise, and focused on delivering value. Items that have not been addressed in a long time may indicate that they are not important, feasible, or desirable anymore. They may also clutter or confuse the Product Backlog and make it harder to order and prioritize.
? Only fully describe Product Backlog items when it seems likely they will be implemented. This helps avoid spending too much time or effort on items that may change or be discarded later. Items that are likely to be implemented soon should have more detail and precision than items that are further away or uncertain. The level of detail and precision required for each item depends on its order, size, and complexity.
Other options, such as avoiding distracting the Scrum Team by maintaining newly gathered Product Backlog items in a separate Product Backlog until they are fully understood or handing off ownership of the Product Backlog to someone else, are not practices that might help minimize waste in developing and sustaining the Product Backlog. They may actually create more waste by reducing transparency, collaboration, alignment, or ownership. References:
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 12, section "Product Backlog Refinement"

NEW QUESTION 110
A new Developer is having continuing conflicts with existing members of the Scrum Team,
which is impacting the delivery of the Increment. If necessary, who is responsible for removing
the Developer from the Scrum Team? (choose the best answer)

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

Answer: B

Explanation:
The Scrum Team is a self-managing unit that organizes its own work and delivers a valuable product1. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers2. The Scrum Team is accountable for creating a valuable, useful Increment every Sprint[3][3]. If a Developer is having conflicts with other team members that affect the delivery of the Increment, the Scrum Team is responsible for resolving the issue and deciding whether to remove the Developer from the team or not. The Product Owner, the Scrum Master, and the hiring manager do not have the authority to remove a Developer from the Scrum Team, as this would violate the principle of self-management4. References:
1: The Scrum Guide, November 2020, p. 5
2: The Scrum Guide, November 2020, p. 6
[3][3]: The Scrum Guide, November 2020, p. 9
4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 114
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 118
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 120
In the middle of the Sprint, the customer decides that there are two new features she wants.
The Product Owner could: (choose the best two answers)

A. Introduce these features at the next Daily Scrum.
B. Ask the Developers to consider whether they can add these features to the current Sprint without endangering the Sprint Goal.
C. Add these features to the Product Backlog.
D. Have the Scrum Master add these features to the current Sprint.

Answer: BC

Explanation:
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.
? A Sprint is a timebox of one month or less within which a "Done" product Increment is created. A Sprint consists of the Sprint Planning, Daily Scrums, the development work, the Sprint Review, and the Sprint Retrospective. A Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.
? The Sprint Goal is a short statement of what the Scrum Team intends to achieve during a Sprint. It provides guidance and direction for the Scrum Team, as well as a basis for inspecting and adapting the product and the process. The Sprint Goal is aligned with the product vision and goals, and it reflects the value and purpose of the Sprint.
? In the middle of a Sprint, if a customer decides that there are two new features she wants, there are two possible ways that a Product Owner could handle this situation:
? The other options are not valid or relevant ways that a Product Owner could handle this situation. They are either too disruptive, impractical, or irrelevant. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Sprint: https://www.scrum.org/resources/what-is-a-sprint-in-scrum
? Sprint Goal: https://www.scrum.org/resources/what-is-a-sprint-goal
? Daily Scrum: https://www.scrum.org/resources/what-is-a-daily-scrum
? Scrum Master: https://www.scrum.org/resources/what-is-a-scrum-master

NEW QUESTION 125
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 127
When must the Product Owner participate in the Daily Scrum? (choose the best answer)

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

Answer: B

NEW QUESTION 130
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 131
How often should Scrum Team membership change? (choose the best answer)

A. Every Sprint to promote shared learning.
B. As needed, with no special allowance for changes in productivity.
C. Never, it reduces productivity.
D. As needed, while taking into account a short-term reduction in productivity.

Answer: D

Explanation:
The Scrum Team membership should change as needed, but not too frequently, as it may affect the team's ability to deliver value and maintain a high level of collaboration and self- organization. The Scrum Guide states that "Optimal Development Team size is small enough to remain nimble and large enough to complete significant work within a Sprint. Fewer than three Development Team members decrease interaction and results in smaller productivity gains. Having more than nine members requires too much coordination. Large Development Teams generate too much complexity for an empirical process to be useful."1 Therefore, the Scrum Team should consider the impact of changing its membership on its productivity and performance, and balance the need for stability and flexibility.
References:
? 1: The Scrum Guide2, page 6
? 2: The Scrum Guide

NEW QUESTION 134
Why do the Developers need a Sprint Goal? (choose the best answer)

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

Answer: C

Explanation:
 The Developers need a Sprint Goal because it gives them a common yet specific goal to focus on during the Sprint. This is because:
? The Sprint Goal is a short-term objective that provides guidance and focus to the Scrum Team throughout the Sprint. It is a flexible and negotiable commitment that can be adjusted as more is learned throughout the Sprint.
? The Developers are accountable for creating a "Done" Increment in every Sprint.
They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.
? The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.
? The Developers need a Sprint Goal to align their efforts and collaborate effectively as a team. The Sprint Goal helps them prioritize and optimize their work based on value and impact. The Sprint Goal also helps them cope with uncertainty and complexity by providing a clear direction and a shared purpose.
Other options, such as a Sprint Goal only giving purpose to Sprint 0, Sprint Goals being not valuable, or a Sprint Goal ensuring that all of the Product Backlog items selected for the Sprint are implemented, are not valid reasons why the Developers need a Sprint Goal. They may reflect a misunderstanding of what a Sprint Goal is or how Scrum works. References:
? [Scrum Guide], page 15, section "Sprint Goal"
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 10, section "Increment"

NEW QUESTION 136

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 139
True or False: Product Owners must specify complete acceptance criteria for a Product Backlog item before the Developers can select the item in Sprint Planning.

A. True
B. False

Answer: B

Explanation:
? False: Product Owners do not have to specify complete acceptance criteria for a Product Backlog item before the Developers can select the item in Sprint Planning.
? Acceptance criteria are a set of conditions that a Product Backlog item must satisfy to be considered "Done" and acceptable for delivery.
? Acceptance criteria are not mandatory in Scrum, but they can help the Product Owner and the Developers to clarify the expectations and requirements of a Product Backlog item.
? Acceptance criteria can be added or refined by the Product Owner at any time, but they should be clear and testable before the Sprint starts.
? The Developers can select a Product Backlog item in Sprint Planning based on their understanding of its value, scope, and complexity, as well as their capacity and skills. They can also collaborate with the Product Owner to define or refine the acceptance criteria during Sprint Planning. References: Scrum Guide, Section 3.4 (The Product Backlog), Section 5.1 (Sprint Planning), and Section 6.4 (The Increment)

NEW QUESTION 141
Which statement best describes the Sprint Review? (choose the best answer)

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

Answer: C

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

NEW QUESTION 144
During a Sprint Retrospective, the Developers propose moving the Daily Scrum to only occur
on Tuesdays and Thursdays. Which two are the most appropriate responses for the Scrum Master to recommend?
(choose the best two answers)

A. Have the Developers vote.
B. Acknowledge and support the self-managing team's decision.
C. Coach the team on why the Daily Scrum is important as an opportunity to update the plan.
D. Consider the request and decide on which days the Daily Scrum should occur.
E. Learn why the Developers want this and work with them to improve the outcome of the Daily Scrum.

Answer: CE

Explanation:
The Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices1. The Scrum Master also facilitates Scrum events as requested or needed2. The Daily Scrum is a 15-minute event for the Developers to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary[3][3]. It is a key opportunity for the Developers to plan their work for the next 24 hours and collaborate on any challenges or impediments4. The Scrum Master should coach the team on the purpose and value of the Daily Scrum, and help them find ways to make it more effective and enjoyable. The Scrum Master should also learn
why the Developers want to reduce the frequency of the Daily Scrum, and work with them to address any underlying issues or concerns. The Scrum Master should not impose a decision on the team, nor delegate the decision to a vote, as these actions would undermine the self-management and empowerment of the Developers5.
References:
? 1: The Scrum Guide, November 2020, p. 7

? 2: The Scrum Guide, November 2020, p. 11
? [3][3]: The Scrum Guide, November 2020, p. 10
? 4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 147
During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate?
(choose the best answer)

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

Answer: A

Explanation:
The Scrum Guide states that "By the end of the Sprint Retrospective, the Scrum Team should have identified improvements that it will implement in the next Sprint. Implementing these improvements in the next Sprint is the adaptation to the
inspection of the Scrum Team itself."1 This means that the Scrum Team may add the high priority process improvements to the Sprint Backlog for the next Sprint, as part of their plan to deliver the Increment and achieve the Sprint Goal. The Sprint Backlog is owned and managed by the Developers, who can update it throughout the Sprint as more is learned.1 References:
? 1: The Scrum Guide2, page 16
? 2: The Scrum Guide

NEW QUESTION 151
A Sprint Retrospective should be held:
(choose the best answer)

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

Answer: C

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

NEW QUESTION 154
In order to maximize the value of the product, a Product Owner needs awareness of the following: (choose the best answer)

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

Answer: E

Explanation:
In order to maximize the value of the product, a Product Owner needs awareness of the following:
? Competitive research. The Product Owner should be aware of the competitive landscape and the market trends that affect the product. They should know who are the competitors, what are their strengths and weaknesses, how do they differentiate themselves, and what are their strategies and goals. This can help the Product Owner to identify opportunities, threats, and gaps in the market, and to position the product accordingly.
? Customer feedback. The Product Owner should be aware of the customer needs, preferences, expectations, and satisfaction with the product. They should collect and analyze feedback from various sources, such as surveys, interviews, reviews, analytics, etc. This can help the Product Owner to validate assumptions, test hypotheses, measure outcomes, and discover insights that can inform the product decisions and priorities.
? Product vision. The Product Owner should be aware of the product vision, which is a clear and compelling statement of the desired future state of the product. The product vision describes the purpose, value proposition, target audience, and key features of the product. It also aligns with the organizational vision and mission. This can help the Product Owner to communicate and inspire the stakeholders, to guide and focus the Scrum Team, and to evaluate and adjust the product direction.
? Forecasting & feasibility. The Product Owner should be aware of the forecasting and feasibility of the product. They should estimate and plan the scope, time, cost, quality, and risk of delivering the product. They should also assess the technical, operational, legal, ethical, and social feasibility of developing and releasing the product. This can help the Product Owner to optimize the value of the work of the Scrum Team, to manage expectations and dependencies, and to handle uncertainties and changes.
References:
? Scrum Guide 2020, page 6: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."
? Scrum Guide 2020, page 11: "The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against."
? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes … optimizing the value of the work the Scrum Team performs."

NEW QUESTION 155

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

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

Answer: B

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

NEW QUESTION 159
Which metrics will help a Product Owner determine if a product is delivering value? (choose the best two answers)

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

Answer: AD

Explanation:
The metrics that will help a Product Owner determine if a product is delivering value are customer satisfaction and time to market. This is because:
? Customer satisfaction is a measure of how well the product meets the needs and expectations of the customers5. It reflects the value proposition of the product and the feedback from the users.
? Time to market is a measure of how quickly the product can be delivered to the market. It reflects the agility and responsiveness of the Scrum Team and the ability to deliver value early and often.
Other metrics, such as productivity, velocity, and percentage of scope implemented, are not directly related to value delivery. They may indicate how efficiently or effectively the Scrum Team is working, but they do not necessarily reflect how valuable or desirable the product is for the customers or stakeholders.
References:
? Professional Scrum Product Owner™ Training, page 5, section "Product Value"
? Professional Scrum Product Owner™ Training, page 6, section "Product Vision"
? Professional Scrum Product Owner™ Training, page 7, section "Product Backlog Management"
? Professional Scrum Product Owner™ Training, page 8, section "Release Management"
? Professional Scrum Product Owner™ Training, page 9, section "Business
Strategy"
? Professional Scrum Product Owner™ Training, page 10, section "Stakeholders & Customers"

NEW QUESTION 161
What is the purpose of a Sprint Review? (choose the best answer)

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

Answer: C

Explanation:
? The Sprint Review is an event that occurs at the end of each Sprint, where the Scrum Team and the stakeholders inspect the Increment and adapt the Product Backlog if needed. The Sprint Review is an opportunity for the Product Owner to validate that the Increment meets their expectations and delivers value to the customers and users. The Sprint Review is also an opportunity for the Developers to demonstrate their work and receive feedback from the Product Owner and the stakeholders.
? The purpose of a Sprint Review is to inspect the product Increment with the stakeholders and collect feedback on next steps. The Sprint Review is a collaborative and interactive session where the Scrum Team and the stakeholders discuss what was done in the Sprint, what problems were encountered, what was learned, and what can be improved or changed. The Sprint Review also provides input for updating the Product Backlog to maximize value in future Sprints.
? The other options are not valid or relevant purposes of a Sprint Review. They are either too vague, unrelated, or incorrect. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Sprint Review: https://www.scrum.org/resources/what-is-a-sprint-review

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