Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

https://www.2passeasy.com/dumps/PSPO-I/

NEW QUESTION 1
What are three advantages of a Product Owner sharing a clearly defined Product Goal with the
Scrum Team?
(choose the best three answers)

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

Answer: CDE

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

NEW QUESTION 2
How much time must a Product Owner spend with the Developers? (choose the best answer)

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

Answer: A

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

NEW QUESTION 3
True or False: Multiple Scrum Teams working on the same product or system all select work
from the same Product Backlog.

A. True
B. False

Answer: A

NEW QUESTION 4
When might a Sprint be cancelled? (choose the best answer)

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

Answer: D

Explanation:
A Sprint may be cancelled when the Sprint Goal becomes obsolete. This is because:
? The Sprint Goal is a short-term objective that provides guidance and focus to the Scrum Team throughout the Sprint. It is a flexible and negotiable commitment that can be adjusted as more is learned throughout the Sprint.
? The Sprint is a container for all other Scrum events and activities. It is a time-box of one month or less during which a "Done" Increment is created that meets the Sprint Goal. The Sprint has a consistent duration throughout a development effort and only changes duration between Sprints.
? A Sprint may be cancelled before it is over by the Product Owner if they determine that the Sprint Goal is no longer valid or valuable. This may happen due to various reasons, such as a significant change in the market, technology, business direction, or customer needs.
? A cancelled Sprint should be rare and exceptional. It implies a waste of time and resources that could have been spent on delivering value. It also disrupts the rhythm and flow of the Scrum Team and the stakeholders.
? When a Sprint is cancelled, any completed and "Done" Product Backlog items are reviewed and potentially released. Any incomplete Product Backlog items are re- estimated and put back on the Product Backlog. The Scrum Team then plans for a new Sprint.
Other options, such as when the Developers determine the product plan is infeasible, when it becomes clear that not everything will be finished by the end of the Sprint, or when the sales department has an important new opportunity, are not valid reasons for cancelling a Sprint. They may reflect a misunderstanding of what a Sprint Goal is or how Scrum works. References:
? [Scrum Guide], page 15, section "Sprint Goal"
? [Scrum Guide], page 9, section "Sprint"
? [Scrum Guide], page 16, section "Cancelling a Sprint"

NEW QUESTION 5
Which topics should be discussed in the Sprint Review? (choose the best answer)

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

Answer: C

Explanation:
The main topic of discussion is the product Increment, which is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints1. The product Increment is demonstrated and inspected by the attendees, and feedback is collected to inform the next Sprint Planning12. The Sprint Review may also include other topics, such as the Product Backlog, the Product Goal, the market conditions, the budget, and the timeline, but the product Increment is the essential topic1234. The Scrum process, and how it was used during the Sprint, is not a topic for the Sprint Review, but rather for the Sprint Retrospective, which is a separate event where the Scrum Team inspects and adapts its way of working1. Coding and engineering practices are also not relevant for the Sprint Review, as they are internal aspects of the Development Team that do not affect the value of the product Increment1. Therefore, the correct answer is C. The product Increment.

NEW QUESTION 6
True or False: During the Sprint Review the stakeholder's role is to reorder the Product Backlog.

A. True
B. False

Answer: B

Explanation:
During the Sprint Review, the stakeholder's role is not to reorder the Product Backlog, but rather to provide feedback and suggestions on the product and the process. Therefore, the answer is false because:
? The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration. The stakeholders are invited to attend the Sprint Review as observers, participants, or customers, and they can share their opinions, ideas, or requests regarding the product and its features, functionality, quality, value, etc.
? The ordering of the Product Backlog is the sole responsibility of the Product Owner. They order Product Backlog items to best achieve goals and missions. The Product Owner may consider the feedback and suggestions from the stakeholders, as well as other factors such as dependencies, risks, costs, etc., when ordering the Product Backlog. However, they are not obliged to follow or implement them.
? The Product Backlog is not a fixed or final list of requirements, but rather an emergent and dynamic artifact that represents all the possible changes to the product. The Product Owner is accountable for effective Product Backlog management, which includes refining, communicating, and optimizing the Product Backlog items. The Product Owner may update the Product Backlog at any time, not only during the Sprint Review.
References:
? Scrum Guide 2020, page 11: "The ordering of the items in the Product Backlog is the sole responsibility of the Product Owner."
? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes … ordering Product Backlog items; and ensuring that the Product Backlog is transparent, visible and understood."
? Scrum Guide 2020, page 15: "The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration."

NEW QUESTION 7
True or False: Product Owners must create clear and unambiguous acceptance criteria for each Product Backlog item before it may be selected in Sprint Planning.

A. True
B. False

Answer: B

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

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

NEW QUESTION 8
You are the Scrum Master of a new, to be developed Product. Development is going to require 45 people. What is a good first question for you to suggest the group thinks about when forming into teams?
(choose the best answer)

A. What is the right mixture of senior and junior people on each team?
B. Who are the subject matter experts on each team?
C. Who are going to be the team leads?
D. How will we make sure all teams have the right amount of expertise?

Answer: D

Explanation:
When forming a Scrum team, it is important to ensure that the team has all the skills and knowledge necessary to deliver a working product12. The Scrum team should be cross-functional and self-managing, without relying on external experts or team leads34. Therefore, the question of how to make sure all teams have the right amount of expertise is a good first question to consider when forming into teams.

NEW QUESTION 9
The Developers find out during the Sprint that they are not likely to build everything they forecast. What would you expect a Product Owner to do?
(choose the best answer)

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

Answer: D

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

NEW QUESTION 10
What is the typical size for a Scrum Team? (choose the best answer)

A. At least 7.
B. 9.
C. 10 or fewer.
D. 7 plus or minus 3.

Answer: C

Explanation:
The typical size for a Scrum Team is 10 or fewer people, including the Product Owner, the Scrum Master, and the Developers. The Scrum Guide states that "The

Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint. Fewer than three people decrease interaction and results in smaller productivity gains. Having more than ten people requires too much coordination. Large teams generate too much complexity for an empirical process to be useful."1 This means that the optimal Scrum Team size is between 3 and 10 people, depending on the context and the nature of the work.
References:
? 1: The Scrum Guide2, page 6
? 2: The Scrum Guide

NEW QUESTION 10
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 15
A Scrum Master is working with a Scrum Team that has Developers in different physical locations. The Developers meet in a variety of meeting rooms and have much to do logistically (for example: reserve meeting rooms and set up conference calls) before the Daily Scrum. What action should the Scrum Master take? (choose the best answer)

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

Answer: A

Explanation:
The Scrum Master should allow the Developers to self-manage and determine for themselves what to do because:
? It respects the autonomy and empowerment of the Developers. The Developers are accountable for organizing and managing their own work, and they are the best people to decide how to conduct their Daily Scrum. The Scrum Master should not impose or dictate how the meeting should be set up or run, as that would undermine the self-organization and collaboration of the Developers.
? It supports the continuous improvement and adaptation of the Developers. The Developers are expected to inspect and adapt their process and practices, and to find ways to overcome any challenges or impediments they face. The Scrum Master should not solve the problems for them, but rather facilitate their problem-solving and learning abilities.
? It aligns with the role and responsibilities of the Scrum Master. The Scrum Master is responsible for promoting and supporting Scrum, and for helping everyone understand and enact Scrum theory, values, principles, and practices. The Scrum Master is not a manager or a leader of the Developers, but rather a servant-leader who enables them to work effectively.
References:
? Scrum Guide 2020, page 6: "Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint."
? Scrum Guide 2020, page 6: "The Developers are accountable for … organizing and managing their work."
? Scrum Guide 2020, page 12: "The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management."
? Scrum Guide 2020, page 13: "The Daily Scrum is an internal meeting for the Developers. If others are present, the Scrum Master ensures that they do not disrupt the meeting."
? Scrum Guide 2020, page 7: "The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization."

NEW QUESTION 20
When does a Developer become accountable for the value of a Product Backlog item selected for the Sprint?
(choose the best answer)

A. Whenever a team member can accommodate more work.
B. At the Sprint Planning Event.
C. During the Daily Scrum.
D. Neve
E. The entire Scrum Team is accountable for creating value every Sprint.

Answer: D

Explanation:

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

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

References:

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

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

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

NEW QUESTION 24
What might indicate to a Product Owner that she needs to work more with the Scrum Team?
(choose the best answer)

A. The acceptance criteria do not appear to be complete.
B. She is not working full time with the Scrum team.
C. People leave the Scrum Team.
D. The Increment presented at the Sprint Review does not reflect what she thought she had asked for.

Answer: D

Explanation:

? One of the possible indicators that a Product Owner needs to work more with the Scrum Team is when the Increment presented at the Sprint Review does not reflect what she thought she had asked for. This means that there is a gap or a misunderstanding between the Product Owner and the Developers regarding the Product Backlog items, the acceptance criteria, the Definition of Done, or the product vision and goals.

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

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

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

? If the Increment presented at the Sprint Review does not reflect what the Product Owner thought she had asked for, it may indicate that there was insufficient or ineffective communication, collaboration, or alignment between the Product Owner and the Developers during the Sprint. This may result in wasted effort, rework, delays, or dissatisfaction for both parties. To avoid or resolve this situation, the Product Owner needs to work more with the Scrum Team by doing some of the following actions:

References:

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

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

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

Answer: ABC

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

? The Scrum Guide
? The Scrum Team
? Professional Scrum Product Owner™ I Certification

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

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

Answer: B

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

NEW QUESTION 28
What enhances the transparency of an Increment? (choose the best answer)

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

Answer: B

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

NEW QUESTION 32
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 35
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 38
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 40
True or False: The Product Owner makes sure the Developers select enough from the Product
Backlog for a Sprint to satisfy the stakeholders.

A. True
B. False

Answer: B

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

NEW QUESTION 43
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 47
Who determines when it is appropriate to update the Sprint Backlog during a Sprint? (choose the best answer)

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

C. The Developers.
D. The Product Owner.

Answer: C

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

NEW QUESTION 48
Who does the work to make sure Product Backlog items conform to the Definition of Done? (choose the best answer)

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

Answer: D

Explanation:
The work to make sure Product Backlog items conform to the Definition of Done is done by the Developers. This is because:
? The Developers are accountable for creating a "Done" Increment in every Sprint.
They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.
? The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what "Done" means for any Product Backlog item that is selected for a Sprint.
? The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.
Other options, such as the Product Owner, the Quality Assurance Team, the Scrum Team, or the Scrum Master, are not responsible for making sure Product Backlog items conform to the Definition of Done. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a "Done" Increment.
References:
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 7, section "The Scrum Team"

NEW QUESTION 52
All Scrum artifacts must be transparent to ensure sufficient accuracy of inspection. Which two measures ensure that the Product Backlog is transparent? (choose the best two answers)

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

Answer: AB

Explanation:
? Transparency is one of the three pillars of Scrum, along with inspection and adaptation. Transparency means that all aspects of the Scrum process and the product are visible and understandable to everyone who needs to work on or with them. Transparency enables effective inspection and adaptation, which are essential for delivering valuable products and improving the Scrum Team's performance.
? All Scrum artifacts must be transparent to ensure sufficient accuracy of inspection.
Scrum artifacts include the Product Backlog, the Sprint Backlog, and the Increment. The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product.
? Two measures that ensure that the Product Backlog is transparent are:
? The other options are not valid or relevant measures to ensure that the Product Backlog is transparent. They are either too restrictive, arbitrary, or unrelated to the Product Backlog's transparency. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Transparency: https://www.scrum.org/resources/blog/transparency-scrum-value
? Product Backlog: https://www.scrum.org/resources/what-is-a-product-backlog
? MoSCoW: https://www.agilealliance.org/glossary/moscow/

NEW QUESTION 54
When does a Sprint conclude? (choose the best answer)

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

Answer: D

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

NEW QUESTION 55
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 59
What is the responsibility of the Product Owner in crafting the Sprint Goal? (choose the best answer)

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

Answer: C

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

? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Sprint Planning: https://www.scrum.org/resources/what-is-sprint-planning

NEW QUESTION 64
When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint?
(choose the best answer)

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

Answer: A

Explanation:
When multiple Scrum Teams are working on the same product, they should integrate their Increments every Sprint because:
? It allows them to accurately inspect what is done and what is potentially releasable. By integrating their work frequently, they can ensure that the product is in a usable and valuable state at the end of each Sprint, and that it meets the Definition of Done and the Sprint Goal.
? It enables them to adapt to changes and feedback faster. By integrating their work frequently, they can reduce the complexity and risk of integration, and discover and resolve any issues or dependencies sooner. They can also incorporate any new insights or requirements into their Product Backlog and Sprint Planning.
? It fosters collaboration and alignment among the teams. By integrating their work frequently, they can share their learnings and best practices, and coordinate their efforts towards a common vision and goal. They can also leverage the collective intelligence and creativity of the teams to deliver a better product.
References:
? Scrum Guide 2020, page 10: "When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. Although this varies significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency."
? Scrum Guide 2020, page 10: "The moment a Product Backlog item meets the Definition of Done, an Increment is born."
? Scrum Guide 2020, page 10: "Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together."
? Scrum Guide 2020, page 14: "The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done."
? Scrum Guide 2020, page 15: "The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration."
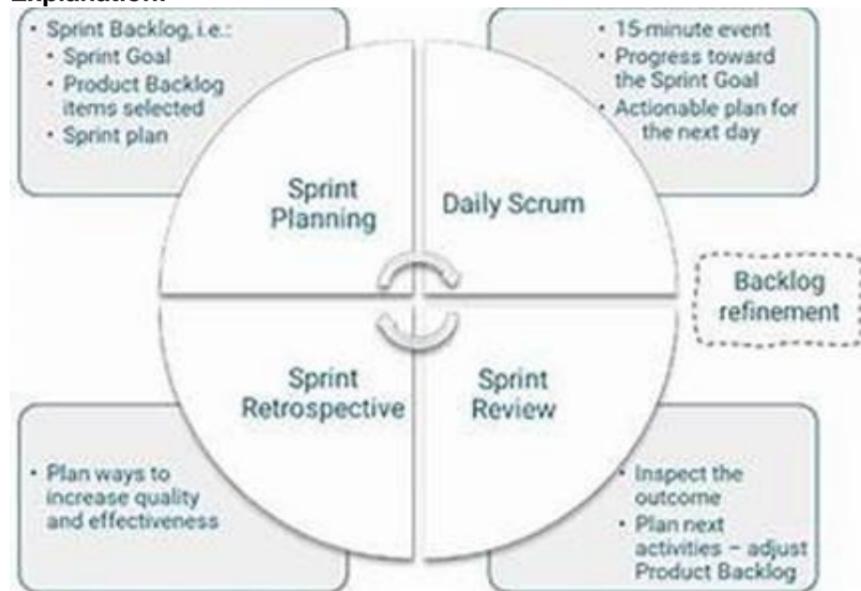
NEW QUESTION 67
Which of the following might the Scrum Team discuss during a Sprint Retrospective? (choose the best answer)

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 69
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 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
True or False: The Product Owner should have the entire Product Backlog documented in detail before the first Sprint can start?

A. True
B. False

Answer: B

Explanation:
The Product Owner should not have the entire Product Backlog documented in detail before the first Sprint can start. This is because:
? The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is never complete and constantly changes to reflect the needs and desires of the customers, users, and stakeholders.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.
? The Product Owner collaborates with the Developers and the stakeholders to refine the Product Backlog as needed to ensure that there are enough items that are sufficiently clear and ready for selection in Sprint Planning. The amount of detail and precision required for each Product Backlog item depends on its order, size, and complexity.
? The Product Owner does not need to have the entire Product Backlog documented in detail before the first Sprint can start, as this would imply a fixed and upfront plan that does not allow for feedback, learning, and adaptation. Instead, the Product Owner only needs to have enough items that are well understood and valuable for the Scrum Team to start working on them in the first Sprint.
References:
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 10, section "Product Goal"
? [Scrum Guide], page 12, section "Product Backlog Refinement"

NEW QUESTION 81
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 86
When does the next Sprint begin? (choose the best answer)

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

Answer: B

NEW QUESTION 88
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 92
True or False: The Product Owner must write all of the Product Backlog items (e.g., user stories, requirements, etc.) on the Product Backlog before handing them over to the Scrum Team.

A. True
B. False

Answer: B

Explanation:
It is not true that the Product Owner must write all of the Product Backlog items (e.g. user stories, requirements, etc.) on the Product Backlog before handing them over to the Scrum Team. This is because:
? The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is never complete and constantly changes to reflect the needs and desires of the customers, users, and stakeholders.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.
? The Product Owner is also accountable for managing the Product Backlog items effectively. They must ensure that they are transparent, visible, and understood by everyone who needs to work on them. They must also collaborate with the Developers and stakeholders to refine, order, and prioritize them based on value and impact.
? The Product Owner does not need to write all of the Product Backlog items by themselves or before handing them over to the Scrum Team. They can involve others in creating or contributing to them, such as customers, users, stakeholders, or Developers. They can also add or modify them at any time during the product development process, as long as they are clear and ready for selection in Sprint Planning.
References:
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 10, section "Product Goal"
? [Scrum Guide], page 12, section "Product Backlog Refinement"

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

NEW QUESTION 96
Which are appropriate topics for discussion in a Sprint Retrospective? (choose the best three answers)

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

Answer: ACD

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

NEW QUESTION 101
When does the second Sprint start? (choose the best answer)

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

Answer: C

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

NEW QUESTION 106
The length of a Sprint should be: (choose the best answer)

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

Answer: D

Explanation:
? The length of a Sprint is the timebox within which the Scrum Team creates a potentially releasable product Increment. The Sprint is a container for all the other Scrum events, such as the Sprint Planning, the Daily Scrum, the Sprint Review, and the Sprint Retrospective. The Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.
? The length of a Sprint should be no more than one calendar month. This is the maximum duration allowed by Scrum, as longer Sprints can increase the complexity and risk of the product development. Longer Sprints can also reduce the agility and responsiveness of the Scrum Team to changing customer needs and market conditions.
? The length of a Sprint should also be short enough to keep the business risk acceptable to the Product Owner. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the

interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time. The length of a Sprint affects how frequently and effectively the Product Owner can validate, verify, and deliver value to the customers and users.
? The length of a Sprint should also be short enough to be able to synchronize the development work with other business events. The Scrum Team operates within a broader organizational context that may have other events, cycles, or deadlines that affect or depend on product development. For example, there may be marketing campaigns, sales promotions, regulatory compliance, or contractual obligations that require coordination and alignment with the product delivery. The length of a Sprint affects how well and timely the Scrum Team can synchronize their work with these other business events.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Sprint: https://www.scrum.org/resources/what-is-a-sprint-in-scrum
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner

NEW QUESTION 107
Which two ways of creating Scrum Teams are consistent with Scrum's values? (choose the best two answers)

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

Answer: DE

Explanation:
The Scrum values are commitment, focus, openness, respect, and courage1. These values are embodied by the Scrum Team, which is a self-managing unit that organizes its own work and delivers a valuable product2. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers[3][3]. The best way to create Scrum Teams is to respect the self-management and empowerment of the people who will do the work, and let them decide how to organize themselves into Scrum Teams. This can be done by bringing all the people together and letting them form Scrum Teams based on their skills, interests,
and alignment with the product vision4. Alternatively, existing teams can propose how they would like to reorganize themselves into Scrum Teams, based on their feedback and experience5. These ways of creating Scrum Teams are consistent with the Scrum values, as they foster commitment, focus, openness, respect, and courage among the team members and stakeholders. The other options are not consistent with the Scrum values, as they involve managers or the Chief Product Owner imposing their decisions on the team members, which undermines their self-management and empowerment, and creates a lack of trust and collaboration.
References:
1: The Scrum Guide, November 2020, p. 4
2: The Scrum Guide, November 2020, p. 5
[3][3]: The Scrum Guide, November 2020, p. 6
4: Managing Products with Agility, Scrum.org, accessed on December 16, 2023 5: Developing People and Teams, Scrum.org, accessed on December 16, 2023

NEW QUESTION 112
Which best describes the Product Backlog? (choose the best answer)

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

Answer: A

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

NEW QUESTION 116
Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder
just started using the product. The stakeholder is unhappy with the quality of the product.
What are two good options for the Scrum Master? (choose the best two answers)

A. Coach the Product Owner on how to talk with the Developers about this concern.
B. Wait to bring this up until the Sprint Retrospective.
C. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
D. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.
E. Bring the concern to the testers to improve how the Product is verified.

Answer: AD

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

NEW QUESTION 120
True or False: The Scrum Team is accountable for creating a valuable increment every Sprint.

A. True
B. False

Answer: A

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

NEW QUESTION 124
Who can cancel a Sprint? (choose the best answer)

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

Answer: C

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

NEW QUESTION 129
An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done?
(choose the best answer)

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

Answer: D

NEW QUESTION 131
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 135
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 140
The "cone of uncertainty" can be used to do what?
(choose the best answer)

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

Answer: C

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

NEW QUESTION 143
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 145
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 150
True or False: Product Owners must specify complete acceptance criteria for a Product Backlog item before the Developers can select the item in Sprint Planning.

A. True
B. False

Answer: B

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

NEW QUESTION 151
What happens if the Scrum Team cannot complete its work by the end of the Sprint? (choose the best answer)

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

Answer: A

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

NEW QUESTION 154
When is a Product Backlog item considered complete? (choose the best answer)

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

Answer: C

Explanation:
 The Definition of Done is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done1. A Product Backlog item is considered complete when it meets the Definition of Done, which means that it is usable and potentially releasable, and that it meets the quality standards set by the Scrum Team and the stakeholders2. The other options are not sufficient to determine the completeness of a Product Backlog item, as they may not reflect the actual value and quality of the product.
References:
1: The Scrum Guide, November 2020, p. 13
2: The Scrum Guide, November 2020, p. 6

NEW QUESTION 156
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 159
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 160
When does a Developer become accountable for an item in the Sprint Backlog? (choose the best answer)

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

Answer: C

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

NEW QUESTION 163
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 166
True or False: The Product Owner makes sure the Developers select enough from the Product
Backlog for a Sprint to satisfy the stakeholders.

A. True
B. False

Answer: B

Explanation:
 The Product Owner does not make sure the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are the ones who determine how many Product Backlog items they select for a Sprint, based on their capacity and the Sprint Goal1. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers2. The Product Owner is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog[3][3]. The Product Owner does not have the authority to tell the Developers how much work they should do, as this would
violate the principle of self-management4. References:
1: The Scrum Guide, November 2020, p. 6
2: The Scrum Guide, November 2020, p. 10
[3][3]: The Scrum Guide, November 2020, p. 6
4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 168
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 169
Who should make sure everyone on the Scrum Team does their tasks for the Sprint? (choose the best answer)

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

Answer: D

Explanation:
? The Scrum Team is a self-organizing and cross-functional team that delivers valuable products in an agile way. The Scrum Team consists of one Product Owner, one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint.
? The Scrum Team is responsible for making sure everyone on the Scrum Team does their tasks for the Sprint. The Scrum Team does not rely on any external authority, manager, or leader to assign or monitor their work. The Scrum Team collaborates and coordinates their work as one unit, without any hand-offs or silos. The Scrum Team also inspects and adapts their work based on empirical evidence and feedback.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.
? The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. The Scrum Master does this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.
? The other options are not valid or relevant answers for who should make sure everyone on the Scrum Team does their tasks for the Sprint. They are either nonexistent or irrelevant roles in Scrum. They are:
References:

? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Scrum Team: https://www.scrum.org/resources/what-is-a-scrum-team
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Scrum Master: https://www.scrum.org/resources/what-is-a-scrum-master

NEW QUESTION 174
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 176
True or False: Multiple Scrum Teams working on the same product must have the same Sprint
start date.

A. True
B. False

Answer: B

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

NEW QUESTION 178
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 181
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 185
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 186
The Product Owner is the person who will be held accountable if a product does not achieve its goals or deliver value. Does this mean that the Product Owner has the final say over the Definition of Done?
(choose the best answer)

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

Answer: B

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

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

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

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

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

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

References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Definition of Done: https://www.scrum.org/resources/what-is-a-definition-of-done
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Scrum Master: https://www.scrum.org/resources/what-is-a-scrum-master

NEW QUESTION 190
What is the purpose of a Sprint Review? (choose the best answer)

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

Answer: C

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

NEW QUESTION 195
Every Scrum Team should have: (choose the best answer)

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

Answer: B

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

NEW QUESTION 197
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