

Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam



NEW QUESTION 1

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 2

Which statement best describes the Sprint Backlog as the output of the Sprint Planning? (choose the best answer)

- A. It is a complete list of all work to be done in a Sprint.
- B. Every item has a designated owner.
- C. Each task is estimated in hours.
- D. It is the Developers plan for the Sprint.
- E. It is ordered by the Product Owner.

Answer: D

Explanation:

The Sprint Backlog is the output of the Sprint Planning, where the Developers select the Product Backlog items that they can deliver in the Sprint and create a plan for how to do the work. The Scrum Guide states that "The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how)."1 The Sprint Backlog is owned and managed by the Developers, who can update it throughout the Sprint as more is learned. The Sprint Backlog makes visible all the work that the Developers identify as necessary to meet the Sprint Goal.1

References:

? 1: The Scrum Guide2, page 15

? 2: The Scrum Guide

NEW QUESTION 3

Which three of the following are true about Scrum? (choose the best three answers)

- A. Scrum implements self-management by replacing Project Managers with Scrum Masters.
- B. Scrum is based on empiricism and lean thinking.
- C. Scrum is a framework for developing and sustaining complex products.
- D. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.
- E. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.

Answer: BCE

Explanation:

The following are true about Scrum:

? Scrum is based on empiricism and lean thinking. Empiricism is the principle of making decisions based on what is observed and experienced, rather than on theory or speculation. Lean thinking is the philosophy of eliminating waste and maximizing value in any process or system. Scrum applies these concepts by providing a framework for inspecting and adapting the product and the process, and by focusing on delivering the most valuable features to the customers and stakeholders.

? Scrum is a framework for developing and sustaining complex products. A complex product is one that has unpredictable or unknown aspects that require creativity, experimentation, and adaptation to deliver. A framework is a set of minimal and essential rules and roles that provide structure and guidance, but leave room for flexibility and innovation. Scrum provides such a framework for teams to collaborate and deliver complex products iteratively and incrementally, while embracing change and feedback.

? Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products. Scrum consists of three roles (Product Owner, Scrum Master, Developers), five events (Sprint, Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective), and three artifacts (Product Backlog, Sprint Backlog, Increment). Each of these components has a clear definition, accountability, and goal that contributes to the overall effectiveness and value of Scrum. Removing or changing any of these components may cause the benefits of Scrum to be lost or diminished.

References:

? Scrum Guide 2020, page 3: "Scrum is founded on empiricism and lean thinking."

? Scrum Guide 2020, page 3: "Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems."

? Scrum Guide 2020, page 4: "Each component within the framework serves a specific purpose and is essential to Scrum's success and usage."

NEW QUESTION 4

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 5

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

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

Answer: D

Explanation:

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

NEW QUESTION 6

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 7

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

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

Answer: D

Explanation:

If the Developers find out during the Sprint that they are not likely to build everything they forecast, the best response from the Product Owner is to re-work the selected Product Backlog items with the Developers to meet the Sprint Goal. This is because:

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

Other options, such as skipping Product Backlog refinement activities, informing management that more Developers are needed, changing the Sprint Goal, or canceling the Sprint, are not valid responses from the Product Owner as they do not reflect what should happen in Scrum or how to deal with uncertainty and complexity.

References:

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

- ? [Scrum Guide], page 7, section “Developers”
- ? [Scrum Guide], page 6, section “Product Owner”
- ? [Scrum Guide], page 10, section “Definition of Done”
- ? [Scrum Guide], page 10, section “Increment”
- ? [Scrum Guide], page 10, section “Product Goal”

NEW QUESTION 8

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

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

Answer: C

Explanation:

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

References:

- ? 1: The Scrum Guide², page 6
- ? 2: The Scrum Guide

NEW QUESTION 9

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

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

Answer: A

Explanation:

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

References:

- ? 1: The Scrum Guide², page 10
- ? 2: The Scrum Guide

NEW QUESTION 10

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

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

Answer: BD

Explanation:



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

NEW QUESTION 10

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

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

Answer: AB

Explanation:

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

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

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

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

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

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

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

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

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

NEW QUESTION 15

True or False: Cross-functional teams are optimized to work on one component or layer of a system only.

- A. True
- B. False

Answer: B

Explanation:

Cross-functional teams are not optimized to work on one component or layer of a system only. This is because:

? Cross-functional teams are teams that have all the skills and competencies needed to accomplish the work without depending on others who are not part of the team.

? Cross-functional teams are able to deliver value across the entire product, rather than focusing on a specific component or layer. They can work on any aspect of the product that is needed to achieve the Sprint Goal and the Product Goal.

? Cross-functional teams are more agile, collaborative, and creative than teams that are specialized or siloed. They can reduce dependencies, handoffs, and delays, and increase feedback, learning, and adaptation.

References:

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

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

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

NEW QUESTION 17

How much work is required of the Developers to complete a Product Backlog item selected during the Sprint Planning?
(choose the best answer)

- A. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint.
- B. As much as is required to meet the Scrum Team's Definition of Done.
- C. All development work and at least some testing.
- D. A proportional amount of time on analysis, design, development, and testing.

Answer: B

Explanation:

? 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 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 amount of work required of the Developers to complete a Product Backlog item selected during the Sprint Planning depends on the Definition of Done. 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.

? The Developers must ensure that each Product Backlog item they complete during a Sprint meets the Definition of Done. This means that they must perform all the necessary tasks and activities to deliver a high-quality product functionality that is usable, valuable, and potentially releasable. This may include analysis, design, development, testing, documentation, integration, deployment, or any other aspects that contribute to the quality and usability of the product.

? The other options are not valid or relevant measures for the amount of work required of the Developers to complete a Product Backlog item. They are either too vague, arbitrary, or unrealistic. They are:

References:

? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>
? Definition of Done: <https://www.scrum.org/resources/what-is-a-definition-of-done>
? Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

NEW QUESTION 22

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

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

Answer: AD

Explanation:

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

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

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

References:

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

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

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

NEW QUESTION 23

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

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

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

Answer: EF

Explanation:

The Product Owner is typically responsible for collaborating with stakeholders, users, and customers to understand their needs and expectations, and to validate the value of the product. The Product Owner is also responsible for working with the Scrum Team on Product Backlog refinement, which is the act of adding detail, estimates, and order to Product Backlog items.¹ These two responsibilities help the Product Owner to maximize the value of the product and the work of the Developers. References:

? 1: The Scrum Guide², page 18

? 2: The Scrum Guide

NEW QUESTION 32

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

- A. Frequently.
- B. Quarterly.

- C. Daily.
- D. Annually.

Answer: A

Explanation:

? Customer satisfaction is a measure of how well a product or service meets or exceeds the expectations and needs of the customers. It is an important indicator of the value and quality of a product or service, and it can affect the loyalty, retention, and profitability of the customers.

? Customer satisfaction should be measured frequently, as it can change over time depending on various factors, such as the market conditions, the customer feedback, the product updates, the competitor actions, and the customer behavior. Measuring customer satisfaction frequently can help the Product Owner and the Scrum Team to inspect and adapt their product vision, strategy, roadmap, backlog, and increments based on the customer needs and preferences. It can also help them to identify and resolve any issues or gaps that may affect the customer satisfaction and value delivery.

? Measuring customer satisfaction quarterly, daily, or annually is not optimal, as it may not reflect the current state of the customer satisfaction and may miss some opportunities or risks that may arise in between the measurement intervals. Quarterly measurement may be too slow to respond to the fast-changing market and customer demands. Daily measurement may be too noisy and costly to collect and analyze. Annual measurement may be too outdated and irrelevant to inform the product decisions.

References:

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

? Customer Satisfaction: <https://www.agilealliance.org/glossary/customer-satisfaction/>

NEW QUESTION 35

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

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

Answer: D

Explanation:

? The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product.

? The Product Owner is accountable for ordering the Product Backlog. The Product Owner orders the items in the Product Backlog based on factors such as value, risk, priority, dependency, feedback, or market conditions. The order of the Product Backlog items provides a clear and consistent indication of what is most important and urgent for the product. The order of the Product Backlog items also helps the Scrum Team and the stakeholders to plan and forecast effectively.

? The tools and techniques used to create, manage, or refine the Product Backlog are not a valid consideration when ordering the Product Backlog. The tools and techniques are means to an end, not an end in themselves. The tools and techniques do not affect the value or quality of the product or service delivered. The tools and techniques may vary from one Product Owner to another, depending on their preferences, skills, or context. The tools and techniques may also change over time, as new technologies or practices emerge or evolve.

References:

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

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

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

NEW QUESTION 39

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

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

Answer: C

Explanation:

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

References:

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

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

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

? 4: The Scrum Guide, November 2020, p. 6

? 5: Managing Products with Agility, Scrum.org, accessed on December 16, 2023

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

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

NEW QUESTION 44

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

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

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

Answer: D

Explanation:

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

NEW QUESTION 47

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 51

What tactic should a Scrum Team use to divide a group of 100 people into multiple Scrum Teams?
(choose the best answer)

- A. Ask the people to divide themselves into teams.
- B. Create teams based on their skills across multiple layers (such as database, UI, etc.).
- C. Ask the Product Owner to assign the people to teams.

Answer: A

Explanation:

According to Scrum.org, when splitting a large group into multiple Scrum Teams, it can be beneficial to allow the people to self-organize into smaller teams¹². This approach respects the principle of self-organization, which is a key aspect of Scrum¹². It allows individuals to choose the team they feel they can contribute to most effectively¹². However, it's important to note that this process should be facilitated and guided to ensure a balanced distribution of skills and capabilities across the teams¹².

NEW QUESTION 56

True or False: All planned work for the Product done by the Scrum Team must originate from the Product Backlog.

- A. True
- B. False

Answer: A

Explanation:

? The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product.

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

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

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

References:

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

NEW QUESTION 59

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 61

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

- A. True
- B. False

Answer: A

Explanation:

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

? An Increment is a concrete stepping stone toward the product vision. It is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be “Done”, which means it meets the Definition of Done and is usable.

? The Scrum Team is accountable for creating a valuable increment every Sprint, not just once or occasionally. This means that the Scrum Team must deliver a product functionality that provides value to the customers and users and contributes to the product goals and missions. The value of an increment can be measured by various factors, such as customer satisfaction, feedback, revenue, market share, or social impact.

? The Scrum Team is also accountable for creating a valuable increment every Sprint, not just any increment. This means that the Scrum Team must deliver a product functionality that meets the quality standards and expectations of the customers and users and complies with the Definition of Done. The quality of an increment can be measured by various factors, such as usability, reliability, performance, security, or maintainability.

References:

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

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

? Increment: <https://www.scrum.org/resources/what-is-an-increment>

NEW QUESTION 63

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

(choose the best answer)

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

Answer: E

Explanation:

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

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

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

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

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

References:

? Scrum Guide, page 7, section “The Scrum Team”

? Scrum Guide, page 13, section “Sprint Review”

? Scrum Guide, page 10, section “Increment”

? Scrum Guide, page 14, section “Sprint Review”

NEW QUESTION 66

Why would you expect a Product Owner to care that the Scrum Team adheres to its Definition of Done?

(choose the best two answers)

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

Answer: CD

Explanation:

The Product Owner should care that the Scrum Team adheres to its Definition of Done because:

? It helps to forecast the team's productivity over time. By having a clear and consistent Definition of Done, the Product Owner can measure the amount of work that the team can deliver in each Sprint and plan accordingly.

? It affects the product's total cost of ownership. By ensuring that the work done by the team meets the quality standards and expectations of the stakeholders, the Product Owner can reduce the risk of technical debt, rework, defects, and maintenance costs in the future.

References:

? Scrum Guide 2020, page 10: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product."

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

? Scrum Guide 2020, page 14: "The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration."

NEW QUESTION 67

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 68

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 69

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 72

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 75

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

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

Answer: DE

Explanation:

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

References:

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

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

[3][3]: The Scrum Guide, November 2020, p. 6

4: Managing Products with Agility, Scrum.org, accessed on December 16, 2023 5: Developing People and Teams, Scrum.org, accessed on December 16, 2023

NEW QUESTION 76

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

- A. True
- B. False

Answer: B

Explanation:

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

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

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

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

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

References:

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

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

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

NEW QUESTION 80

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 83

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

- A. True
- B. False

Answer: A

Explanation:

The Scrum Team is 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 87

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

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

Answer: ACD

Explanation:

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

NEW QUESTION 90

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

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

Answer: AD

Explanation:

A Scrum Team is required to deliver a done Increment by the end of a Sprint. Done means:

? No work is left to meet the Definition of Done. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what it means for work to be complete. It may include criteria such as coding standards, testing, documentation, security, performance, etc. If a Product Backlog item or an Increment does not meet the Definition of Done, it cannot be released or presented at the Sprint Review.

? Ready to be released to end users. The Increment is a concrete output of the Sprint that adds value to the product. It is a potentially releasable functionality that adheres to the Scrum Team's current Definition of Done. It is not necessarily released at the end of each Sprint, but it must be in a state that allows for immediate release if the Product Owner decides so. The Increment should also align with the Sprint Goal and the Product Goal, and satisfy the needs and expectations of the customers and stakeholders.

References:

? Scrum Guide 2020, page 10: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product."

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

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

NEW QUESTION 91

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 96

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 97

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 Sprint³[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 99

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 Scrum². It can be valuable, but it's not a must². 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 102

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

A. Identifying high priority process improvements for the next Sprint.

B. The order of items in the Product Backlog.

C. How the team collaborates.

D. Documenting acceptance criteria for items in the next Sprint.

Answer: AC

Explanation:

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

Identifying high priority process improvements for the next Sprint. The Scrum Team should identify the most important things that went well and the potential improvements, and create a plan for implementing some of them in the next Sprint³[3]. This way, the Scrum Team can continuously improve their performance and deliver more value.

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

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

References:

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

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

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

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

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

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

NEW QUESTION 106

You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario. (choose the best two answers)

A. Each Scrum Team should have a separate Product Backlog.

B. There should be only one Product Owner.

C. The product has one Product Backlog.

D. There should be six Product Owners, one for each Scrum Team.

E. There should be six Product Owners, reporting to a Chief Product Owner.

Answer: BC

Explanation:

? In Scrum, there is only one product and one Product Backlog for a given product.

The Product Backlog is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product. The Product Backlog is ordered by the Product Owner based on the product vision, goals, and value.

? Having multiple Product Backlogs for one product would create confusion, duplication, inconsistency, and waste. It would also make it harder to align the Scrum Teams and the stakeholders on the same product direction and priorities. Therefore, each Scrum Team should not have a separate Product Backlog.

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

? Having multiple Product Owners for one product would create conflicts, overlaps, gaps, and inefficiencies. It would also make it harder to maintain a clear and

consistent product vision, strategy, roadmap, and backlog. Therefore, there should be only one Product Owner for one product.

? In some cases, when there are multiple Scrum Teams working on one product, it may be necessary to have some form of scaling or coordination mechanism to ensure alignment and collaboration among the teams. However, this does not mean that there should be multiple Product Owners or Product Backlogs. Instead, there should be ways to facilitate communication, feedback, integration, and transparency among the teams and with the Product Owner. For example, some frameworks or practices that can help with scaling Scrum are Nexus, LeSS, SAFe, or Scrum of Scrums.

References:

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

? Nexus: <https://www.scrum.org/resources/what-is-nexus>

? LeSS: <https://less.works/>

? SAFe: <https://www.scaledagileframework.com/>

? Scrum of Scrums: <https://www.agilealliance.org/glossary/scrum-of-scrums/>

NEW QUESTION 110

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

- A. True
- B. False

Answer: B

Explanation:

The Product Owner does not make sure the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are the ones who determine how many Product Backlog items they select for a Sprint, based on their capacity and the Sprint Goal¹. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers². The Product Owner is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog³^[3]. The Product Owner does not have the authority to tell the Developers how much work they should do, as this would

violate the principle of self-management⁴. References:

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

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

[3][3]: The Scrum Guide, November 2020, p. 6

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

NEW QUESTION 114

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 115

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

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

Answer: C

Explanation:

According to the Scrum Guide, a Sprint can be canceled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master. A Sprint would be canceled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be canceled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense. Developers cannot cancel a Sprint on their own, even if they face challenges or difficulties with the selected Product Backlog items, the functional expectations, the technical dependencies, or the Product Owner’s

availability. Instead, they should collaborate with the Product Owner and the Scrum Master to find the best way to deliver value within the Sprint and adapt to the changing situation. References:

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

NEW QUESTION 117

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 120

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

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

Answer: CE

Explanation:

The Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices¹. The Scrum Master also facilitates Scrum events as requested or needed². The Daily Scrum is a 15-minute event for the Developers to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary³[3]. It is a key opportunity for the Developers to plan their work for the next 24 hours and collaborate on any challenges or impediments⁴. The Scrum Master should coach the team on the purpose and value of the Daily Scrum, and help them find ways to make it more effective and enjoyable. The Scrum Master should also learn

why the Developers want to reduce the frequency of the Daily Scrum, and work with them to address any underlying issues or concerns. The Scrum Master should not impose a decision on the team, nor delegate the decision to a vote, as these actions would undermine the self-management and empowerment of the Developers⁵.

References:

? 1: The Scrum Guide, November 2020, p. 7

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

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

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

NEW QUESTION 125

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

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

Answer: A

Explanation:

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

? 1: The Scrum Guide², page 16

? 2: The Scrum Guide

NEW QUESTION 130

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 135

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 139

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

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

Answer: AD

Explanation:

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

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

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

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

References:

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

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

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

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

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

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

NEW QUESTION 143

What are two effective ways for a Scrum Team to ensure security concerns are satisfied? (choose the best two answers)

- A. Add security concerns to the Definition of Done.
- B. Delegate the work to the security department.
- C. Have the Scrum Team create Product Backlog items for each concern.
- D. Add a Sprint to specifically resolve all security concerns.
- E. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.

Answer: AC

Explanation:

These are the best answers because they ensure that security concerns are addressed in a transparent and consistent way. By adding security criteria to the Definition of Done, the Scrum Team can make sure that every Increment meets a high standard of quality and security. By creating Product Backlog items for specific security concerns, the Scrum Team can prioritize and plan them in collaboration with the Product Owner and stakeholders. References:

? Scrum Guide, page 14: “The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product.”

? Scrum Guide, page 15: “The Product Backlog is an emergent, ordered list of what is needed to improve the product.”

NEW QUESTION 146

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