

PSPO-I Dumps

Professional Scrum Product Owner (PSPO I) Exam

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NEW QUESTION 1

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

- A. True
- B. False

Answer: A

Explanation:

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

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

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

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

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

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

References:

? [Scrum Guide], page 14, section “Sprint Planning”

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

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

NEW QUESTION 2

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 3

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 4

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

- A. True
- B. False

Answer: B

Explanation:

A Scrum Master does not fulfill the same role as a traditional Project Manager. A Project Manager is typically responsible for planning, executing, monitoring, controlling, and closing a project, as well as managing the scope, schedule, budget, quality, risks, and stakeholders of the project¹. A Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices, and removes impediments to the team's progress². A Scrum Master does not manage the project, the scope, the schedule, the budget, or the team, as these are either shared responsibilities or emergent outcomes of the Scrum framework^{[3][3]}. A Scrum Master also does not have authority over the team or the stakeholders, but rather facilitates collaboration and empowerment among them⁴.

References:

1: What is Project Management?, Project Management Institute, accessed on December 16, 2023

2: The Scrum Guide, November 2020, p. 7

[3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

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

NEW QUESTION 5

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 6

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 7

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:



Scrum

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 8

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 9

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 10

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 10

Which two things are appropriate for a Scrum Master to do, if the Scrum Team does not have the tools and environment to completely finish each selected Product Backlog item? (choose the best two answers)

- A. Coach the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly.
- B. Refocus the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment.
- C. Encourage the Product Owner to accept partially done Increments until the situation improves.
- D. Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances.
- E. Declare the Scrum Team not ready for Scrum.

Answer: AD

Explanation:



Scrum Explore

The correct answers are A and D.

* A. Coach the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly. This is an appropriate action for a Scrum Master, as it

helps the Scrum Team to overcome the impediments that prevent them from delivering a potentially releasable Increment. The Definition of Done should reflect the current reality of the Scrum Team, but also be a source of continuous improvement¹².

* D. Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances. This is also an appropriate action for a Scrum Master, as it ensures that the Scrum Team has a clear and shared understanding of what it means to complete a Product Backlog item. The Definition of Done should be realistic and achievable, but also challenging and ambitious¹².

* B. Refocus the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment. This is not an appropriate action for a Scrum Master, as it violates the purpose of the Sprint, which is to deliver a valuable product Increment that meets the Sprint Goal. The Scrum Team should not change the Sprint Goal or scope during the Sprint, unless the Product Owner decides to cancel the Sprint³.

* C. Encourage the Product Owner to accept partially done Increments until the situation improves. This is not an appropriate action for a Scrum Master, as it compromises the quality and value of the product. The Product Owner should only accept Increments that meet the Definition of Done and the acceptance criteria. Partially done Increments increase technical debt and risk, and reduce transparency and feedback¹².

* E. Declare the Scrum Team not ready for Scrum. This is not an appropriate action for a Scrum Master, as it undermines the Scrum values and principles. The Scrum Master should support the Scrum Team in adopting and applying Scrum, regardless of the challenges and constraints they face. The Scrum Master should foster a culture of empiricism, self-organization, collaboration, and continuous improvement.

NEW QUESTION 11

As the Sprint Planning progresses, the Developers realize that the workload may be greater than their capacity to complete the work. Which two are valid actions? (choose the best two answers)

- A. Remove or change selected Product Backlog items.
- B. The Developers ensure that the Scrum Team is aware, start the Sprint, and monitor progress.
- C. Recruit additional Developers before the work can begin.
- D. Cancel the Sprint.
- E. The Developers work overtime during this Sprint.

Answer: AB

Explanation:

According to the Scrum Guide¹, the Developers are responsible for selecting the amount of work they can do in a Sprint, based on their capacity and past performance². If they realize that the workload may be greater than their capacity, they can either remove or change some of the selected Product Backlog items, or they can start the Sprint and monitor the progress, making adjustments as needed³. Recruiting additional Developers, canceling the Sprint, or working overtime are not valid actions, as they would disrupt the Scrum values of commitment, focus, and respect

NEW QUESTION 13

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 16

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 21

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 24

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 28

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 33

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 37

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

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 42

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

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

Answer: AEF

Explanation:

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

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

Opportunities to inspect and adapt the Sprint Backlog are lost. Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed⁵. The Daily Scrum is an essential event for the Developers to apply empiricism to their work, by inspecting the Sprint Backlog and adapting it to optimize the value and quality of the Increment. If the Daily Scrum is less frequent, the Developers may miss opportunities to inspect and adapt their work, and may not be able to deliver a valuable, useful Increment every Sprint.

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

References:

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

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

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

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

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

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

NEW QUESTION 44

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 Goal.
- 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 47

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 48

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

- A. True
- B. False

Answer: B

Explanation:

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

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

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

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

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

References:

- ? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>
- ? Nexus: [1]
- ? LeSS: [2]
- ? SAFe: [3]
- ? Scrum of Scrums: [4]

NEW QUESTION 49

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 53

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 57

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 62

What does it mean for a Scrum Team to be cross-functional?
(choose the best answer)

- A. The Scrum Team includes not only developers but also business analysts, architects, and testers.
- B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint.
- C. Developers on the Scrum Team work closely with business analysts, architects, developers, and testers who are not on the team.
- D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers.

Answer: B

Explanation:

The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint.

According to the Scrum Guide¹, “Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint.” This implies that the team does not depend on external resources or specialists to deliver a product increment. The other options do not reflect the true meaning of cross-functionality in Scrum.

1: The Scrum Team | Scrum.org

NEW QUESTION 63

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 67

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 70

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 71

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 76

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 79

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 82

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 83

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 88

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 91

Which outcome is expected as a Scrum Team matures? (choose the best answer)

- A. The Sprint Retrospectives will grow to be longer than 4 hours.
- B. They will improve their Definition of Done to include more stringent criteria.
- C. A Scrum Master is no longer needed since they are a mature team now.
- D. There will be no need for a timeboxed Sprint.
- E. Sprint Reviews will no longer be needed.

Answer: B

Explanation:

A mature Scrum Team is expected to continuously improve their quality standards and deliver potentially releasable Increments of value that meet the Definition of Done¹². The Definition of Done is a shared understanding of what it means to complete a Product Backlog item, and it may vary from one Scrum Team to another³. As the Scrum Team matures, they may expand their Definition of Done to include more rigorous criteria, such as higher levels of testing, documentation, performance, security, usability, etc . This way, they ensure that their product Increment is always ready for release and meets the expectations of the stakeholders and customers¹².

NEW QUESTION 95

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 100

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