



Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

NEW QUESTION 1

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

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

Answer: AC

NEW QUESTION 2

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 framework³³. 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
- ³³: 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 3

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 4

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 5

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

- A. Creating financial reporting upon the spent hours reported by the Developers.
- B. Collaborating with stakeholders, users, and customers.
- C. Updating the work plan for the Developers on a daily basis.
- D. Working with the Scrum Team on Product Backlog refinement.

- E. Nothing.
- F. Attending every Daily Scrum to answer questions about the Sprint Backlog items.

Answer: BD

Explanation:

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

? A Sprint is a timebox of one month or less within which a “Done” product Increment is created. A Sprint consists of the Sprint Planning, Daily Scrums, the development work, the Sprint Review, and the Sprint Retrospective. A Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.

? During a Sprint, a Product Owner is typically responsible for:

? The other options are not valid or relevant responsibilities of a Product Owner during a Sprint. They are either too administrative, micromanaging, or unrelated to the product value delivery. They are:

References:

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

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

? Sprint: <https://www.scrum.org/resources/what-is-a-sprint-in-scrum>

? Stakeholders: <https://www.agilealliance.org/glossary/stakeholders>

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

NEW QUESTION 6

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

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

Answer: C

Explanation:

The Developers are accountable for creating a valuable and usable Increment each Sprint. They are the people in the Scrum Team who 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.

References:

? The Scrum Guide

? The Developers

? Understanding and Applying the Scrum Framework

NEW QUESTION 7

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

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

Answer: D

Explanation:

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

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

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

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

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

References:

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

? Sprint Review: <https://www.scrum.org/resources/what-is-a-sprint-review>

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

? Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

NEW QUESTION 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>

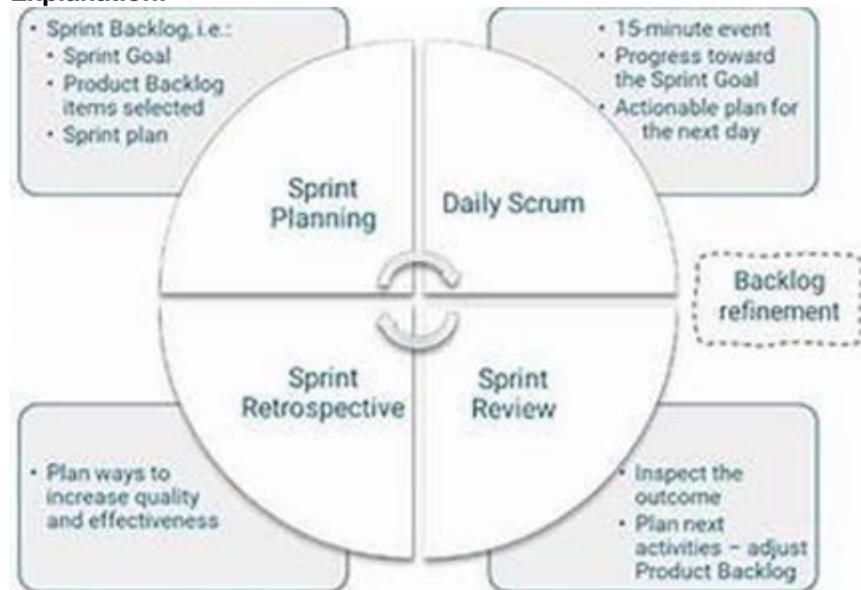
NEW QUESTION 9

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 10

True or False: Dependencies could influence how the Product Owner orders Product Backlog items.

- A. True
- B. False

Answer: A

Explanation:

Dependencies are relationships between Product Backlog items that affect their order of implementation. For example, a Product Backlog item may depend on another one to be completed first, or it may have a dependency on a third-party system or resource. Dependencies could influence how the Product Owner orders Product Backlog items, as they may introduce risks, constraints, or uncertainties that affect the value delivery. The Product Owner should try to minimize dependencies and order the Product Backlog items in a way that maximizes value and minimizes waste.

References:

? [Professional Scrum Product Owner], chapter 6: "Dependencies are relationships between Product Backlog items that affect their order of implementation."

? [Managing Dependencies on Agile Projects]: "Dependencies can have a significant impact on the delivery of value."

NEW QUESTION 10

Scrum requires that the Product Owner must use which of the following items? (choose all that apply)

- A. Burndown chart.
- B. Feature burn-up.
- C. Critical Path Analysis.
- D. Project Gantt chart.
- E. None of the above.

Answer: E

Explanation:

Scrum does not require that the Product Owner must use any of the following items:

? Burndown chart: A burndown chart is a graphical representation of work left to do versus time. It can be used to track progress and forecast completion dates of projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to monitor and communicate product development.

? Feature burn-up: A feature burn-up chart is a graphical representation of features completed versus time. It can be used to track progress and forecast scope changes of projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to monitor and communicate product development.

? Critical Path Analysis: Critical Path Analysis is a project management technique that identifies the sequence of tasks that must be completed on time for a project or Sprint to finish on schedule. It can be used to plan, monitor, and control complex projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to manage product development.

? Project Gantt chart: A project Gantt chart is a graphical representation of tasks, dependencies, durations, and milestones of a project or Sprint. It can be used to plan, monitor, and control complex projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to manage product development.

Therefore, the correct answer is none of the above.

References:

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

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

? [Professional Scrum Product Owner™ Training], page 8, section "Release Management"

NEW QUESTION 11

Who determines how work is performed during the Sprint? (choose the best answer)

- A. The Scrum Master.
- B. The Scrum Team.
- C. Team manager.
- D. The Developers
- E. Subject matter experts.

Answer: D

Explanation:

The Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for organizing and managing their work. Only the Developers can decide how to perform the work during the Sprint¹. The Developers plan the work necessary to create an Increment that meets the Definition of Done during the Sprint Planning event. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers². The Developers also inspect their progress toward the Sprint Goal and adapt their plan during the Daily Scrum¹. The Developers are self-managing, which means they decide internally who does what, when, and how¹. The Scrum Master, the Product Owner, the team manager, and the subject matter experts are not involved in determining how the work is performed during the Sprint. They may provide guidance, feedback, or support, but they do not interfere with the Developers' autonomy and accountability¹³⁴. References:

? Scrum Guide

? What is a Developer?

? Who Determines How Work Is Performed During The Sprint?

? What is Sprint Planning?

NEW QUESTION 13

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

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

Answer: C

NEW QUESTION 16

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

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

Answer: A

Explanation:

The Scrum Team member who is accountable for creating a valuable and usable Increment each Sprint is the Developers. This is because:

? The Developers are accountable for creating a “Done” Increment in every Sprint.

They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.

? The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what “Done” means for any Product Backlog item that is selected for a Sprint.

? The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress and value delivery. It must be in useable condition regardless of whether it will be released or not.

? The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.

Other options, such as the CEO, the Product Owner, the Scrum Master, or the Scrum Team, are not accountable for creating a valuable and usable Increment each Sprint. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a “Done” Increment.

References:

? [Scrum Guide], page 7, section “Developers”

? [Scrum Guide], page 10, section “Definition of Done”

? [Scrum Guide], page 10, section “Increment”

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

NEW QUESTION 18

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 21

A Scrum Team has been working on a product for 9 Sprints. A new Product Owner who is new to Scrum joins the team and understands she is accountable for the Product Backlog.

However, she is unsure about the purpose of the Product Backlog. She has read that the Product Backlog

should be a list of all user features for the product. She goes to the Scrum Master asking where to put the other types of requirements that are going to be taken into account. Are all of the following types of requirements acceptable on a Product Backlog?

- Stability requirements
- Performance requirements
- Product Functionality
- Documentation

• Fixes
(choose the best answer)

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

Answer: A

Explanation:

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

? All types of requirements are acceptable on a Product Backlog, as long as they are aligned with the product vision and goals, and they are transparent, clear, and valuable. The Product Backlog can include stability requirements, performance requirements, product functionality, documentation, fixes, or any other aspects that contribute to the quality and usability of the product.

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

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

References:

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

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

NEW QUESTION 25

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

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

Answer: A

Explanation:

When multiple Scrum Teams are working on the same product, they should integrate their Increments every Sprint because:

? It allows them to accurately inspect what is done and what is potentially releasable. By integrating their work frequently, they can ensure that the product is in a usable and valuable state at the end of each Sprint, and that it meets the Definition of Done and the Sprint Goal.

? It enables them to adapt to changes and feedback faster. By integrating their work frequently, they can reduce the complexity and risk of integration, and discover and resolve any issues or dependencies sooner. They can also incorporate any new insights or requirements into their Product Backlog and Sprint Planning.

? It fosters collaboration and alignment among the teams. By integrating their work frequently, they can share their learnings and best practices, and coordinate their efforts towards a common vision and goal. They can also leverage the collective intelligence and creativity of the teams to deliver a better product.

References:

? Scrum Guide 2020, page 10: "When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. Although this varies significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency."

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

? Scrum Guide 2020, page 10: "Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together."

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

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

NEW QUESTION 28

Why does the Product Owner want the Developers to adhere to its Definition of Done? (choose the best answer)

- A. To predict the team's productivity over time.
- B. To have complete transparency into what has been done at the end of each Sprint.
- C. To know what the team will deliver over the next three Sprints.
- D. To be able to reprimand the team when they do not meet their velocity goal for the Sprint.

Answer: B

Explanation:

The Product Owner wants the Developers to adhere to its Definition of Done to have complete transparency into what has been done at the end of each Sprint. This is because:

? The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what "Done" means for any Product Backlog item that is selected for a Sprint.

? The Developers are accountable for creating a "Done" Increment in every Sprint.

They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.

? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They must inspect the Increment at the end of each Sprint and assess how it delivers value and contributes to the Product Goal.

? Having a clear and consistent Definition of Done helps the Product Owner have complete transparency into what has been done at the end of each Sprint. It also helps them make informed decisions about releasing, adapting, or continuing the product development.

Other options, such as predicting the team's productivity over time, knowing what the team will deliver over the next three Sprints, or reprimanding the team when they do not meet their velocity goal for the Sprint, are not valid reasons for wanting the Developers to adhere to its Definition of Done. They may reflect a misunderstanding of what a Definition of Done is or how Scrum works.

References:

? [Scrum Guide], page 10, section "Definition of Done"

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

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

NEW QUESTION 31

What are two effective ways for the Scrum Team to make non-functional requirements visible?

(choose the best two answers)

- A. Add them to the Product Backlog to ensure transparency.
- B. Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.
- C. Add them to the Definition of Done so the work is taken care of every Sprint.
- D. Put them on a separate list on the Scrum board, available for all to see.

Answer: AC

Explanation:

Non-functional requirements are the criteria that define the quality, performance, security, usability, and other aspects of a product¹. They are often implicit or assumed, but they are important to make visible and explicit, as they affect the value and satisfaction of the product². One effective way to make non-functional requirements visible is to add them to the Product Backlog, which is an ordered list of everything that is known to be needed in the product³^[3]. By adding non-functional requirements to the Product Backlog, the Product Owner and the Developers can prioritize, refine, and estimate them, and make them transparent to the stakeholders⁴. Another effective way to make non-functional requirements visible is to add them to the Definition of Done, which is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done⁵. By adding non-functional requirements to the Definition of Done, the Developers can ensure that every Product Backlog item and Increment meets the expected quality standards, and that the work is taken care of every Sprint.

References:

1: Non-functional requirement, Wikipedia, accessed on December 16, 2023

2: Managing Products with Agility, Scrum.org, accessed on December 16, 2023 ^[3]^[3]: The Scrum Guide, November 2020, p. 6

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

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

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

NEW QUESTION 34

A Product Backlog is:

(choose the best three answers)

- A. An exhaustive list of upfront approved requirements to be implemented.
- B. Managed by the Product Owner.
- C. An inventory of things to be done for the Product.
- D. Ordered based on priority, value, dependencies, and risk.
- E. Only visible to the Product Owner and stakeholders.

Answer: BCD

Explanation:

A Product Backlog is:

? Managed by the Product Owner. The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it.

? An inventory of things to be done for the Product. The Product Backlog contains all the features, functions, requirements, enhancements, and fixes that constitute the changes to be made to the product in future releases. The Product Backlog items have a description, an order, an estimate, and a value.

? Ordered based on priority, value, dependencies, and risk. The Product Owner orders the Product Backlog items based on various factors that affect their importance and urgency for the product. These may include customer needs, business value, stakeholder feedback, technical dependencies, or market opportunities.

Other options, such as an exhaustive list of upfront approved requirements to be implemented or only visible to the Product Owner and stakeholders, are not valid descriptions of a Product Backlog. They may reflect a misunderstanding of what a Product Backlog is or how Scrum works.

References:

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

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

? [Professional Scrum Product Owner™ Training], page 7, section "Product Backlog Management"

NEW QUESTION 35

Which approach is best for Scrum Teams in order to produce valuable Increments? (choose the best answer)

- A. Each Developer works on the component where they feel that they can contribute.
- B. Each Scrum Team works on an independent set of components.
- C. Each Scrum Team is accountable for developing functionality from beginning to end.
- D. Each Scrum Member works only as an independent layer of the system.

Answer: C

Explanation:

The best approach for Scrum Teams to produce valuable Increments is to be accountable for developing functionality from beginning to end, as this enables them to deliver potentially releasable products that meet the definition of "Done". The Scrum Guide states that "The Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint."¹ This means that the Developers are not limited by the boundaries of components, layers, or technologies, but rather they collaborate and coordinate to deliver a complete and integrated product that satisfies the Sprint Goal and the Product Owner's expectations. References:

? 1: The Scrum Guide2, page 7
? 2: The Scrum Guide

NEW QUESTION 38

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 43

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

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

Answer: A

Explanation:

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

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

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

[3][3]: The Scrum Guide, November 2020, p. 11

NEW QUESTION 46

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

- A. True
- B. False

Answer: B

Explanation:

When there are multiple teams working on one product, each Scrum Team should not have a separate Product Owner. This is because:

? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.

? The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it.

? Having multiple Product Owners for one product may lead to conflicts,

inconsistencies, or confusion among the Scrum Teams and the stakeholders. It may also reduce the alignment, collaboration, and ownership of the product development.

? Instead of having multiple Product Owners, it is recommended to have one Product Owner who works with representatives from each Scrum Team to ensure that they have a shared understanding of the product vision, goals, and priorities. The Product Owner may also delegate some of the Product Backlog management tasks to these representatives, but they remain accountable for the final decisions.

References:

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

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

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

? [Professional Scrum Product Owner™ Training], page 6, section "Product Vision"

? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 49

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

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

Answer: B

Explanation:

The amount of the Sprint Backlog that must be defined during the Sprint Planning event is enough so the Developers can create their forecast of what work they can do. This is because:

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

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

? The Developers are accountable for creating a Sprint forecast, which is a selection

of Product Backlog items that they intend to work on during the Sprint. The Sprint forecast should be realistic, achievable, and valuable.

? The Developers are also accountable for creating a plan for how they will deliver

the selected Product Backlog items as a "Done" Increment. The plan may include tasks, dependencies, risks, estimates, or other information that helps them

organize and manage their work.

? The amount of the Sprint Backlog that must be defined during Sprint Planning may vary depending on the context, complexity, and uncertainty of the product development. However, it should be enough so that the Developers can create their forecast of what work they can do and have a clear direction for the first few days of the Sprint.

Other options, such as just enough to understand design and architectural implications, the entire Sprint Backlog being identified and estimated by the end of Sprint Planning, or just enough tasks for the Scrum Master to be confident in the Developers' understanding of the Sprint, are not valid answers as they do not reflect what must be defined during Sprint Planning or what is required for creating a Sprint forecast.

References:

- ? [Scrum Guide], page 14, section "Sprint Planning"
- ? [Scrum Guide], page 7, section "Developers"
- ? [Scrum Guide], page 15, section "Sprint Backlog"
- ? [Scrum Guide], page 14, section "Sprint Planning"

NEW QUESTION 52

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 54

A Project Manager working with your Scrum Team has raised concerns about progress and money spent. What are the two best responses? (choose the best two answers)

- A. Promote transparency by sharing the Product Backlog and ensuring the Project Manager has access.
- B. Have a discussion with the Project Manager; share the current impediments and forecast for the Sprint.
- C. Show the Earned Value Analysis (EVA) report.
- D. Scrum does not have Project Managers so disregard their concerns.
- E. Share the last stakeholder briefing document prepared by the Product Owner.

Answer: AB

Explanation:

The two best responses to a Project Manager who has raised concerns about progress and money spent are:

? Promote transparency by sharing the Product Backlog and ensuring the Project Manager has access. This helps communicate what is needed to improve the product, what is planned for each Sprint, and what has been done so far. It also helps align expectations and priorities among different stakeholders.

? Have a discussion with the Project Manager; share the current impediments and forecast for the Sprint. This helps address any issues or risks that may affect the delivery of value and the achievement of the Sprint Goal. It also helps provide feedback and adaptation based on the empirical evidence and data.

Other options, such as showing the Earned Value Analysis (EVA) report, Scrum does not have Project Managers so disregard their concerns, or sharing the last stakeholder briefing document prepared by the Product Owner, are not the best responses as they do not reflect how to effectively collaborate and communicate with the Project Manager or how to apply the Scrum values and principles.

References:

- ? [Scrum Guide], page 11, section "Product Backlog"
- ? [Scrum Guide], page 15, section "Sprint Backlog"
- ? [Scrum Guide], page 10, section "Increment"
- ? [Scrum Guide], page 5, section "Scrum Theory"
- ? [Scrum Guide], page 4, section "The Scrum Team"

NEW QUESTION 57

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 58

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 59

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 64

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

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

Answer: BC

Explanation:

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

? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable

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

? A Sprint is a timebox of one month or less within which a “Done” product Increment is created. A Sprint consists of the Sprint Planning, Daily Scrums, the development work, the Sprint Review, and the Sprint Retrospective. A Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.

? The Sprint Goal is a short statement of what the Scrum Team intends to achieve during a Sprint. It provides guidance and direction for the Scrum Team, as well as a basis for inspecting and adapting the product and the process. The Sprint Goal is aligned with the product vision and goals, and it reflects the value and purpose of the Sprint.

? In the middle of a Sprint, if a customer decides that there are two new features she wants, there are two possible ways that a Product Owner could handle this situation:

? The other options are not valid or relevant ways that a Product Owner could handle this situation. They are either too disruptive, impractical, or irrelevant. They are:

References:

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

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

? Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

? Sprint: <https://www.scrum.org/resources/what-is-a-sprint-in-scrum>

? Sprint Goal: <https://www.scrum.org/resources/what-is-a-sprint-goal>

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

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

NEW QUESTION 68

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

- A. True
- B. False

Answer: A

Explanation:

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

? Stakeholders are people external to the Scrum Team who have a stake or interest in the product, such as customers, users, sponsors, managers, or other teams. Stakeholders provide valuable input, feedback, and insights to the Scrum Team regarding the product vision, goals, value proposition, requirements, features, functions, quality, usability, or market conditions.

? Collecting stakeholder feedback is one of the main purposes of the Sprint Review.

Stakeholder feedback can help the Scrum Team to:

References:

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

? Sprint Review: <https://www.scrum.org/resources/what-is-a-sprint-review>

? Stakeholders: <https://www.agilealliance.org/glossary/stakeholders>

NEW QUESTION 71

When must the Product Owner participate in the Daily Scrum? (choose the best answer)

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

Answer: B

NEW QUESTION 73

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 76

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 cannot.
- 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 79

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

- A. True
- B. False

Answer: B

Explanation:

? False: Product Owners do not have to specify complete acceptance criteria for a Product Backlog item before the Developers can select the item in Sprint Planning.

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

NEW QUESTION 80

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

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

Answer: CE

Explanation:

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

References:

- ? 1: The Scrum Guide, November 2020, p. 7
- ? 2: The Scrum Guide, November 2020, p. 11
- ? [3][3]: The Scrum Guide, November 2020, p. 10
- ? 4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 81

Which statement best describes Scrum? (choose the best answer)

- A. A defined and predictive process that conforms to the principles of Scientific Management.
- B. A complete methodology that defines how to develop software.
- C. A framework to generate value through adaptive solutions for complex problems.
- D. A cookbook that defines best practices for software development.

Answer: C

Explanation:

- ? The best statement that describes Scrum is: A framework to generate value through adaptive solutions for complex problems.
- ? Scrum is a lightweight framework that helps people, teams, and organizations to deliver valuable products in complex and uncertain environments.

? Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed. Scrum employs an iterative and incremental approach to optimize predictability and control risk.
? Scrum is not a defined and predictive process, a complete methodology, or a cookbook that defines best practices. Scrum provides the minimal boundaries within which teams can self-organize and create innovative solutions. References: Scrum Guide, Section 1 (Definition of Scrum) and Section 2 (Uses of Scrum)

NEW QUESTION 85

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

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

Answer: C

Explanation:

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

References:

- ? 1: The Scrum Guide², page 16
- ? 2: The Scrum Guide

NEW QUESTION 90

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 93

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 95

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

- A. One Lead Developer and no more than 8 other members.
- B. The competencies and skills needed to deliver an Increment in a Sprint.

C. At least one representative from each major department, such as, Quality Assurance, Development, and Marketing.

Answer: B

Explanation:

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

References:

? Professional Scrum Product Owner™ I Certification

? Professional Scrum Product Owner™ Training

NEW QUESTION 97

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 98

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