

Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam



NEW QUESTION 1

What are three advantages of a Product Owner sharing a clearly defined Product Goal with the Scrum Team?

(choose the best three answers)

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

Answer: CDE

Explanation:

The advantages of a Product Owner sharing a clearly defined Product Goal with the Scrum Team are:

? It provides a good overall direction so Sprints will feel less like isolated pieces of work. The Product Goal is a long-term objective for the product that guides all the activities of the Scrum Team. It helps the Scrum Team align their efforts and focus on delivering value that contributes to the product vision.

? It helps the Scrum Team keep focus and they can weigh any decision against the Product Goal. The Product Goal serves as a filter for deciding what to work on and what not to work on. It helps the Scrum Team prioritize and optimize their work based on value and impact.

? It is easier to inspect incremental progress at the Sprint Review. The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on the product and inspect how it meets the Product Goal. The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress towards the Product Goal.

Other options, such as helping the Developers estimate the date that the Product Backlog will be complete or being not mandatory in Scrum, are not valid advantages of having a Product Goal. They may reflect a misunderstanding of what a Product Goal is or how Scrum works.

References:

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

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

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

? [Scrum Guide], page 13, section "Sprint Review"

? [Scrum Guide], page 10, section "Increment"

NEW QUESTION 2

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

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

Answer: C

Explanation:

The timebox for the Sprint Review is four hours for a one-month Sprint. This is because:

? The Sprint Review is an event where the Scrum Team and stakeholders inspect the Increment and adapt the Product Backlog if needed. The purpose of the Sprint Review is to elicit feedback and foster collaboration.

? The timebox for each Scrum event is proportional to its frequency and duration. A one-month Sprint corresponds to a maximum calendar month.

? The timebox for a one-month Sprint Review is four hours. For shorter Sprints, it is usually shorter.

? The timebox ensures that there is enough time to inspect what has been done in relation to what could be done next and make any necessary adaptations to optimize value.

Other options, such as two hours for a one-month Sprint, one day, or as long as needed, are not valid answers as they do not reflect the correct timebox for the Sprint Review. References:

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

? [Scrum Guide], page 9, section "Sprint"

? [Scrum Guide], page 9, section "Timeboxing Scrum Events"

NEW QUESTION 3

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

- A. True
- B. False

Answer: A

NEW QUESTION 4

What activities would a Product Owner typically undertake in the period between the end of the current Sprint and the start of the next Sprint? (choose the best answer)

- A. There are no such activities.
- B. The next Sprint starts immediately after the current Sprint.
- C. Refine the Product Backlog.
- D. Update the project plan with stakeholders.
- E. Work with the Quality Assurance departments on the Increment of the current Sprint.

Answer: B

Explanation:

the Product Owner is responsible for refining the Product Backlog, which is an ongoing activity that can occur at any time, including between Sprints. The other options are not typical activities for the Product Owner between Sprints, as the next Sprint starts immediately after the current Sprint1, the project plan is replaced by the Product Backlog2, and the Quality Assurance is done by the Developers of the Scrum Team within the Sprint1.

1: The Scrum Guide | Scrum.org 2: What is a Product Backlog? | Scrum.org

NEW QUESTION 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

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 7

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

- A. True
- B. False

Answer: B

Explanation:

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

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

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

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

References:

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

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

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

NEW QUESTION 8

What typically happens if the Product Backlog is not sufficiently clear at Sprint Planning? (choose the best answer)

- A. The Product Owner should select the Sprint Goal for the Scrum Team so that work can begin.
- B. The Developers will find it difficult to create a Sprint forecast they are confident they can meet.
- C. Nothing in particular.
- D. The Scrum Master should not allow this to happen.
- E. Look for a new Scrum Master and re-start the Sprint.
- F. Sprint Planning is canceled so refinement can be done first.

Answer: B

Explanation:

If the Product Backlog is not sufficiently clear at Sprint Planning, the Developers will find it difficult to create a Sprint forecast they are confident they can meet. 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 Product Owner is accountable for ensuring that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it. They must collaborate with the Developers and provide clarifications, feedback, and guidance on what items are most important and valuable for the product.

? If the Product Backlog is not sufficiently clear at Sprint Planning, it means that there are items that are not well defined, ordered, or estimated. This may make it hard for the Developers to understand what they are supposed to build and why. It may also make it hard for them to estimate how much work they can do or how long it will take them to do it. This may result in a poor or inaccurate Sprint forecast that may affect the quality or value of the Increment.

Other options, such as the Product Owner selecting the Sprint Goal for the Scrum Team so that work can begin, nothing in particular happening, the Scrum Master not allowing this to happen or looking for a new Scrum Master and re-starting the Sprint, or Sprint Planning being canceled so refinement can be done first, are not valid answers as they do not reflect what typically happens or what should happen in Scrum.

References:

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

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

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

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

NEW QUESTION 9

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 10

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

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

Answer: AD

Explanation:

? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for

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

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

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

They are:

References:

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

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

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

NEW QUESTION 10

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

- A. Frequently.
- B. Quarterly.
- C. Daily.
- D. Annually.

Answer: A

Explanation:

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

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

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

References:

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

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

NEW QUESTION 15

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

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

Answer: C

Explanation:

Developers are self-managing, which means that they decide how much work they can do in a Sprint, and how they will do it¹. They manage the Sprint Backlog, which is the plan for how the Developers will achieve the Sprint Goal, and the single source of truth for the work to be done in the Sprint². The Developers create and update the Sprint Backlog throughout the Sprint as more is learned³^[3]. The other options are not managed by the Developers, but by the Product Owner or the Scrum Team as a whole. The Product Owner is accountable for ordering the Product Backlog, which is an ordered list of everything that is known to be needed in the product⁴. The Product Owner also decides when to release the product, based on the value, risk, and stakeholder feedback⁵. The Scrum Team collaborates on inviting the stakeholders for the Sprint Review, which is an event where the Scrum Team and the stakeholders inspect the product Increment and adapt the Product Backlog. The Scrum Team also decides the Sprint length, which is the time-box within which the Scrum Team delivers a product Increment.

References:

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

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

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

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

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

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

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

NEW QUESTION 19

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

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

Answer: D

Explanation:

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

NEW QUESTION 24

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 26

Which statement best describes a Product Owner's responsibility?
(choose the best answer)

- A. Ensuring that the work meets the commitments to the stakeholders.
- B. Maximizing the value of the work the Scrum Team does.
- C. Keep stakeholders from distracting the Developers.
- D. Directing the Developers.

Answer: B

Explanation:

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for creating and communicating a vision, ordering the Product Backlog, and ensuring that the best possible job is done to delight customers. The Product Owner does not manage the Developers, but collaborates with them and the Scrum Master to optimize the value delivery. The Product Owner does not ensure that the work meets the commitments to the stakeholders, but rather that the work delivers value to the stakeholders. The Product Owner does not keep stakeholders from distracting the Developers, but rather engages them and manages their expectations.

References:

? Professional Scrum Product Owner™ I Certification

? [The Scrum Guide]

? [The Product Owner]

NEW QUESTION 28

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 31

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 stakeholders³^[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 35

How is management that is external to the Scrum Team involved in the Daily Scrum? (choose the best answer)

- A. The Product Owner represents their opinions.
- B. The Scrum Master speaks on their behalf.
- C. Managers are not required at the Daily Scrum.
- D. Management gives an update at the start of each Daily Scrum.

Answer: C

Explanation:

Management that is external to the Scrum Team is not involved in the Daily Scrum because:

? The Daily Scrum is an event for the Developers to inspect their progress towards the Sprint Goal and adapt their Sprint Backlog accordingly. It is not a status meeting or a reporting session for managers or other stakeholders.

? The presence of external managers may hinder the self-organization, collaboration, and transparency of the Developers. It may also create pressure, interference, or distraction for the team.

? The Scrum Master is responsible for ensuring that the Daily Scrum is held and that only the Developers participate. The Product Owner and other stakeholders may attend as observers, but only if the Developers find it useful.

References:

? Scrum Guide 2020, page 12: "The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work."

? Scrum Guide 2020, page 13: "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."

NEW QUESTION 37

What are the two responsibilities of testers in a Scrum Team? (choose the best two answers)

- A. Tracking quality metrics.
- B. Scrum has no "tester" role.
- C. Verifying the work of programmers.
- D. The Developers are responsible for quality.
- E. Finding bugs.

Answer: BD

Explanation:

? Scrum is a framework for developing, delivering, and sustaining complex products.

Scrum defines three roles: the Product Owner, the Scrum Master, and the Developers. Scrum does not have any other roles or titles, such as "tester", "analyst", "designer", or "architect".

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

? The Developers are responsible for quality, not just for programming. Quality is not something that can be added or verified after the product is built. Quality is something that must be built into the product from the start, by following good practices, standards, and principles. Quality is also something that must be inspected and adapted continuously, by applying feedback loops, testing methods, and improvement actions.

? The Developers are not divided into sub-teams or sub-roles based on their skills or specialties. The Developers are a cross-functional and self-organizing team that has all the skills and capabilities needed to create a valuable product Increment. The Developers collaborate and coordinate their work as one unit, without any hand-offs or silos.

? The Developers may have different backgrounds or expertise, such as testing, analysis, design, or architecture. However, these are not separate roles or responsibilities in Scrum. They are part of the collective accountability and responsibility of the Developers as a whole. The Developers may perform different tasks or activities based on their skills or preferences, but they are all equally responsible for delivering a high-quality product Increment.

References:

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

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

? Quality: <https://www.scrum.org/resources/blog/quality-scrum-value>

NEW QUESTION 39

For the purpose of transparency, when does Scrum say a valuable and useful Increment must be available?

(choose the best answer)

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

Answer: A

Explanation:

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

References:

? 1: The Scrum Guide², page 14

? 2: The Scrum Guide

NEW QUESTION 41

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 46

True or False: An Increment must be released to customers or users at the end of each Sprint.

- A. True
- B. False

Answer: B

Explanation:

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

? The Scrum Team decides when and how to release an Increment to customers or users. The Product Owner is responsible for maximizing the value of the product and the work of the Developers, and may decide to release an Increment at any time during or after a Sprint. The Developers are responsible for creating a potentially releasable Increment each Sprint, and may collaborate with the Product Owner and the stakeholders to determine the best way to deliver value.

? Releasing an Increment to customers or users is not mandatory at the end of each Sprint. The Scrum Team may choose to release an Increment more or less frequently, depending on the product goals, market conditions, customer feedback, or technical feasibility. However, releasing an Increment regularly can provide many benefits, such as:

References:

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

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

? Releasing Value: <https://www.scrum.org/resources/blog/releasing-value>

NEW QUESTION 47

True or False: A Product Owner should measure product value by the increase in the team's velocity.

- A. True
- B. False

Answer: B

Explanation:

A Product Owner should not measure product value by the increase in the team's velocity. This is because:

- ? Velocity is a measure of how much work a Scrum Team can deliver in a Sprint. It is based on the estimation of Product Backlog items that are selected for a Sprint and completed according to the Definition of Done.
- ? Velocity is not a measure of product value. It does not reflect how well the product meets the needs and expectations of the customers, users, and stakeholders. It does not reflect how much value or impact the product creates in terms of revenue, satisfaction, or social good.
- ? Velocity is not a goal or a target for a Scrum Team. It is a planning tool that helps them forecast their future work based on their past performance. It is not a metric that should be used to compare or judge teams or individuals.
- ? A Product Owner should measure product value by using indicators that are relevant, meaningful, and actionable for their product context. These may include metrics such as customer feedback, usage data, market share, return on investment, or social impact.

References:

- ? [Scrum Guide], page 7, section "Developers"
- ? [Scrum Guide], page 10, section "Definition of Done"
- ? [Scrum Guide], page 15, section "Sprint Backlog"
- ? [Professional Scrum Product Owner™ Training], page 5, section "Product Value"
- ? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 51

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 53

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

- A. True
- B. False

Answer: B

Explanation:

It is not true that the Product Owner must write all of the Product Backlog items (e.g. user stories, requirements, etc.) on the Product Backlog before handing them over to the Scrum Team. This is because:

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

References:

- ? [Scrum Guide], page 6, section "Product Owner"
- ? [Scrum Guide], page 11, section "Product Backlog"
- ? [Scrum Guide], page 10, section "Product Goal"
- ? [Scrum Guide], page 12, section "Product Backlog Refinement"
- ? [Scrum Guide], page 14, section "Sprint Planning"

NEW QUESTION 54

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 58

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

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

Answer: DE

Explanation:

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

References:

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

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

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

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

NEW QUESTION 61

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 65

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

- A. True
- B. False

Answer: A

Explanation:

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

? Scrum Guide

- ? What is an Increment and how Does it Connect with the other Elements of Scrum?
- ? The Professional Product Owner

NEW QUESTION 69

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 72

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 76

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

- A. True
- B. False

Answer: B

Explanation:

The value delivered by a product can not be determined by revenue alone, because:

- ? Revenue is only one aspect of value, and it may not reflect the true impact or benefit of the product for the stakeholders, the users, and the society. For example, a product may generate high revenue, but also cause environmental damage, ethical issues, or customer dissatisfaction.
- ? Value is a subjective and relative concept, and it may vary depending on the context, the perspective, and the criteria of the evaluation. For example, a product may have different value for different segments of customers, or for different markets or regions.
- ? Value is dynamic and emergent, and it may change over time due to various factors, such as feedback, competition, innovation, or regulation. For example, a product may lose its value as new alternatives or solutions become available, or as customer needs or preferences evolve.

References:

- ? Scrum Guide 2020, page 6: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."
- ? Scrum Guide 2020, page 11: "The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against."
- ? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... optimizing the value of the work the Scrum Team performs."

NEW QUESTION 78

Which of the following is an example of an Increment? (choose the best answer)

- A. A plan for the overall product release.
- B. A mock-up of the product marketing materials.
- C. A design for the product.
- D. A product roll-out plan.
- E. A valuable, useful set of product features.
- F. All of the above.

Answer: E

Explanation:

An Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints.¹ An Increment is a concrete, tangible, and usable outcome of the work done by the Developers in a Sprint. It is not a plan, a mock-up, a design, or a roll-out plan, as these are not valuable or useful products in themselves. An Increment must meet the definition of “Done”, which means it must adhere to the quality standards agreed upon by the Scrum Team and the stakeholders.¹ An Increment must also be potentially releasable, which means it must be in a state that it could be delivered to the customer or user if the Product Owner decides so.¹

References:

? 1: The Scrum Guide², page 14

? 2: The Scrum Guide

NEW QUESTION 82

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 83

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 88

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

- A. Identifying high priority process improvements for the next Sprint.
- B. The order of items in the Product Backlog.
- C. How the team collaborates.
- D. Documenting acceptance criteria for items in the next Sprint.

Answer: AC

Explanation:

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

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

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

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

References:

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

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

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

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

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

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

NEW QUESTION 90

Who must attend the Daily Scrum? (choose the best answer)

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

Answer: C

NEW QUESTION 94

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 98

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

- A. True
- B. False

Answer: B

Explanation:

Multiple Scrum Teams working on the same product do not have to have the same Sprint start date. The Scrum Guide does not prescribe any synchronization of Sprints across multiple teams¹. However, it is recommended that the teams align their Sprint cadence and duration, and coordinate their dependencies and integration through a shared Product Backlog, a common Definition of Done, and frequent communication². This way, the teams can deliver a coherent and valuable product Increment every Sprint^{[3][3]}.

References:

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

2: Managing Products with Agility, Scrum.org, accessed on December 16, 2023 [3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed

on December 16, 2023

NEW QUESTION 103

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

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

Answer: E

Explanation:

In order to maximize the value of the product, a Product Owner needs awareness of the following:

? Competitive research. The Product Owner should be aware of the competitive landscape and the market trends that affect the product. They should know who are the competitors, what are their strengths and weaknesses, how do they differentiate themselves, and what are their strategies and goals. This can help the Product Owner to identify opportunities, threats, and gaps in the market, and to position the product accordingly.

? Customer feedback. The Product Owner should be aware of the customer needs, preferences, expectations, and satisfaction with the product. They should collect and analyze feedback from various sources, such as surveys, interviews, reviews, analytics, etc. This can help the Product Owner to validate assumptions, test hypotheses, measure outcomes, and discover insights that can inform the product decisions and priorities.

? Product vision. The Product Owner should be aware of the product vision, which is a clear and compelling statement of the desired future state of the product. The product vision describes the purpose, value proposition, target audience, and key features of the product. It also aligns with the organizational vision and mission. This can help the Product Owner to communicate and inspire the stakeholders, to guide and focus the Scrum Team, and to evaluate and adjust the product direction.

? Forecasting & feasibility. The Product Owner should be aware of the forecasting and feasibility of the product. They should estimate and plan the scope, time, cost, quality, and risk of delivering the product. They should also assess the technical, operational, legal, ethical, and social feasibility of developing and releasing the product. This can help the Product Owner to optimize the value of the work of the Scrum Team, to manage expectations and dependencies, and to handle uncertainties and changes.

References:

? Scrum Guide 2020, page 6: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."

? Scrum Guide 2020, page 11: "The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against."

? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... optimizing the value of the work the Scrum Team performs."

NEW QUESTION 106

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 customers. 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 109

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 114

How much time is required after a Sprint to prepare for the next Sprint? (choose the best answer)

- A. The break between Sprints is timeboxed to one-week for a one-month Sprint, and usually less for shorter Sprints.
- B. Enough time for the requirements for the next Sprint to be determined and documented.
- C. Enough time for the Developers to finish the testing from the last Sprint.
- D. Non
- E. A new Sprint starts immediately following the end of the previous Sprint.
- F. All of the above are allowed depending on the situation.

Answer: D

Explanation:

The Scrum Guide states that "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint."1 This means that there is no gap or break between Sprints, and the Scrum Team does not need to spend extra time to prepare for the next Sprint. The Scrum Team should be able to start the next Sprint Planning right after the Sprint Review and Sprint Retrospective of the previous Sprint. The Scrum Team should also ensure that the testing and documentation of the work are done within the Sprint, and not left for later.

References:

? 1: The Scrum Guide2, page 9

? 2: The Scrum Guide

NEW QUESTION 119

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