

# 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

Which of the following are true about the Product Owner? (choose the best two answers)

- A. The Product Owner is one person.
- B. The Scrum Team can have multiple Product Owners.
- C. The Product Owner can be represented by a committee or a team of people.
- D. The Product Owner is accountable for ordering the Product Backlog.

**Answer:** AD

#### Explanation:

? The Product Owner is one person, not a committee or a team of people. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.

? Having multiple Product Owners for one product would create conflicts, overlaps, gaps, and inefficiencies. It would also make it harder to maintain a clear and consistent product vision, strategy, roadmap, and backlog. Therefore, the Scrum Team can not have multiple Product Owners.

? The Product Owner is accountable for ordering the Product Backlog. The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product. The Product Owner orders the items in the Product Backlog based on factors such as value, risk, priority, dependency, feedback, or market conditions.

References:

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

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

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

### NEW QUESTION 3

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

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

**Answer:** C

#### Explanation:

The main topic of discussion is the product Increment, which is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints<sup>1</sup>. The product Increment is demonstrated and inspected by the attendees, and feedback is collected to inform the next Sprint Planning<sup>2</sup>. The Sprint Review may also include other topics, such as the Product Backlog, the Product Goal, the market conditions, the budget, and the timeline, but the product Increment is the essential topic<sup>1234</sup>. The Scrum process, and how it was used during the Sprint, is not a topic for the Sprint Review, but rather for the Sprint Retrospective, which is a separate event where the Scrum Team inspects and adapts its way of working<sup>1</sup>. Coding and engineering practices are also not relevant for the Sprint Review, as they are internal aspects of the Development Team that do not affect the value of the product Increment<sup>1</sup>. Therefore, the correct answer is C. The product Increment.

### NEW QUESTION 4

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

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

**Answer:** D

**Explanation:**

When forming a Scrum team, it is important to ensure that the team has all the skills and knowledge necessary to deliver a working product<sup>12</sup>. The Scrum team should be cross-functional and self-managing, without relying on external experts or team leads<sup>34</sup>. Therefore, the question of how to make sure all teams have the right amount of expertise is a good first question to consider when forming into teams.

**NEW QUESTION 5**

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."<sup>1</sup> 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 Guide<sup>2</sup>, page 10

? 2: The Scrum Guide

**NEW QUESTION 6**

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

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

**Answer:** A

**Explanation:**

The Scrum Master should allow the Developers to self-manage and determine for themselves what to do because:

? It respects the autonomy and empowerment of the Developers. The Developers are accountable for organizing and managing their own work, and they are the best people to decide how to conduct their Daily Scrum. The Scrum Master should not impose or dictate how the meeting should be set up or run, as that would undermine the self-organization and collaboration of the Developers.

? It supports the continuous improvement and adaptation of the Developers. The Developers are expected to inspect and adapt their process and practices, and to find ways to overcome any challenges or impediments they face. The Scrum Master should not solve the problems for them, but rather facilitate their problem-solving and learning abilities.

? It aligns with the role and responsibilities of the Scrum Master. The Scrum Master is responsible for promoting and supporting Scrum, and for helping everyone understand and enact Scrum theory, values, principles, and practices. The Scrum Master is not a manager or a leader of the Developers, but rather a servant-leader who enables them to work effectively.

References:

? Scrum Guide 2020, page 6: "Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint."

? Scrum Guide 2020, page 6: "The Developers are accountable for ... organizing and managing their work."

? Scrum Guide 2020, page 12: "The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management."

? Scrum Guide 2020, page 13: "The Daily Scrum is an internal meeting for the Developers. If others are present, the Scrum Master ensures that they do not disrupt the meeting."

? Scrum Guide 2020, page 7: "The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization."

**NEW QUESTION 7**

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

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

**Answer:** D

**Explanation:**

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

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

**References:**

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

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

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

**NEW QUESTION 8**

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

(choose the best two answers)

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

**Answer:** AB

**Explanation:**

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

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

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

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

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

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

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

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

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

**NEW QUESTION 9**

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 10**

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

- A. Keeping track of and estimating all undone work to be completed in a "hardening" Sprint.



- B. Doing all work needed to meet the Definition of Done.
- C. Reporting Sprint progress to the stakeholders daily.
- D. Updating Sprint tasks properly in the electronic tracking tool.

**Answer:** B

**Explanation:**

The Definition of Done is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done<sup>1</sup>. 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<sup>2</sup>. The Increment must be usable and potentially releasable, meaning that it meets the quality standards set by the Scrum Team and the stakeholders<sup>[3][3]</sup>. Doing all work needed to meet the Definition of Done enhances the transparency of the Increment, as it ensures that the Increment is truly done and reflects the current state of the product<sup>4</sup>. The other options do not enhance the transparency of the Increment, as they either introduce unnecessary complexity, delay, or overhead, or do not provide a clear and consistent way to measure the quality of the work done.

References:

- 1: The Scrum Guide, November 2020, p. 13
- 2: The Scrum Guide, November 2020, p. 6
- [3][3]: The Scrum Guide, November 2020, p. 13
- 4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

**NEW QUESTION 10**

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

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

**Answer:** D

**Explanation:**

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

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

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

References:

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

**NEW QUESTION 12**

Which of the following are criteria to order Product Backlog items? (choose all that apply)

- A. Value of Product Backlog items.
- B. Dependencies between Product Backlog items.
- C. Dependencies to other products.
- D. The availability of the Scrum Master.
- E. All of the above.

**Answer:** ABC

**Explanation:**

The Product Owner orders the Product Backlog items according to various criteria, such as:

? The value of Product Backlog items. The Product Owner aims to maximize the value of the product and the work of the Scrum Team. Therefore, they prioritize the items that deliver the most value to the stakeholders and the users, considering factors such as customer satisfaction, market share, revenue, social impact, etc.

? The dependencies between Product Backlog items. The Product Owner tries to minimize the dependencies between items, as they may create complexity, uncertainty, and risk. Therefore, they order the items in a way that reduces or eliminates the dependencies, or resolves them as early as possible.

? The dependencies to other products. The Product Owner also considers the dependencies that the product has to other products, such as platforms, frameworks, libraries, services, etc. Therefore, they order the items in a way that aligns with the availability and compatibility of those products.

References:

- ? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... ordering Product Backlog items; and, ensuring that the Product Backlog is transparent, visible and understood."
- ? Scrum Guide 2020, page 11: "The ordering of the items in the Product Backlog is the sole responsibility of the Product Owner. They order Product Backlog items to best achieve goals and missions."
- ? Scrum Guide 2020, page 11: "Higher ordered Product Backlog items are clearer and more refined than lower ordered ones."

**NEW QUESTION 14**

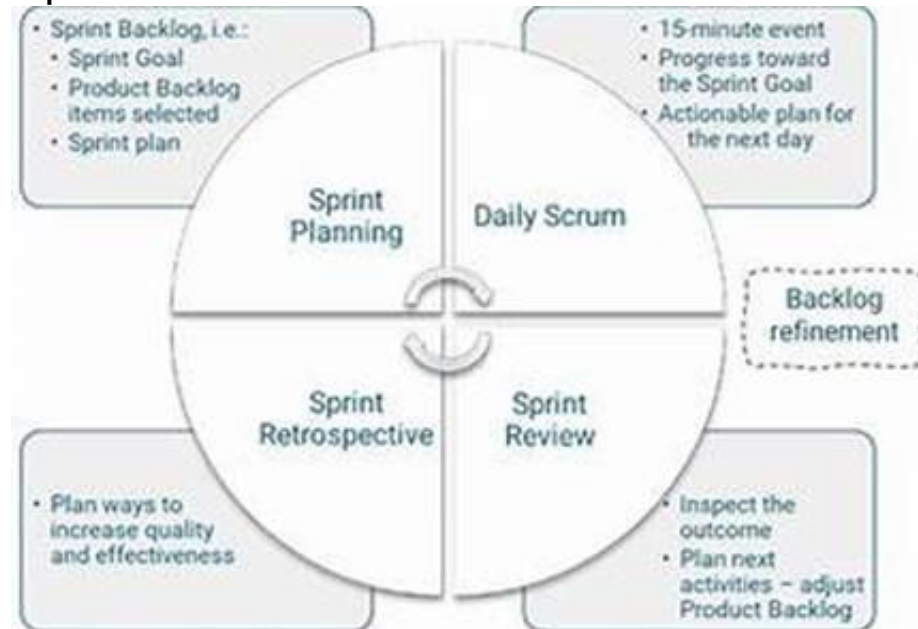
Which two things are appropriate for a Scrum Master to do, if the Scrum Team does not have the tools and environment to completely finish each selected Product Backlog item? (choose the best two answers)

- 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 improvement<sup>12</sup>.
- \* 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 ambitious<sup>12</sup>.
- \* 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 Sprint<sup>3</sup>.
- \* 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 feedback<sup>12</sup>.
- \* 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 17**

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 21**

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 22

If Product Backlog refinement is needed, when is the ideal time for refinement to take place and who should participate? (choose the best two answers)

A. The Scrum Team during the current Sprint, if they have been unable during preceding Sprints to define Product Backlog items with enough precision to begin work.

B. Business analysts in the organization should do this work for the Scrum Team 1- 2 Sprints ahead of the development Sprints.

C. The Product Owner must do this as essential work in Sprint O.

D. The Product Owner takes the time between the end of one Sprint and the start of the next Sprint to complete refinement.

E. The Scrum Team on an ongoing basis, defining Product Backlog items into smaller more precise items that are ready for selection.

**Answer:** AE

### Explanation:

The ideal time for refinement to take place and who should participate are the Scrum Team during the current Sprint, if they have been unable during preceding Sprints to define Product Backlog items with enough precision to begin work, and the Scrum Team on an ongoing basis, defining Product Backlog items into smaller more precise items that are ready for selection. This is because:

? Product Backlog refinement is the act of adding detail, estimates, and order to Product Backlog items. It is an ongoing and collaborative process that involves the whole Scrum Team.

? The Scrum Team should 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 time spent on refinement usually varies from one Scrum Team to another, but it is recommended not to exceed 10% of the capacity of the Developers.

? The Scrum Team may also use a Sprint to refine the Product Backlog if they have not been able to do so in previous Sprints. This may happen when the product is new or complex, or when there is a significant change in the product vision or direction. However, this should be an exception rather than a rule, as it may delay the delivery of value and feedback.

Other options, such as business analysts doing the refinement work for the Scrum Team, the Product Owner doing the refinement alone in Sprint 0 or between Sprints, or handing off the ownership of the Product Backlog to someone else, are not consistent with the principles and values of Scrum. They may lead to misunderstandings, misalignment, or loss of ownership and accountability.

References:

? [Scrum Guide], page 11, section “Product Backlog”

? [Scrum Guide], page 12, section “Product Backlog Refinement”

? [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”

## NEW QUESTION 23

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 27

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

A. True

B. False

**Answer:** B

### Explanation:

The Product Owner does not make sure the Developers select enough from the Product Backlog for a Sprint. The Product Owner is responsible for maximizing the



value of the product and the work of the Developers, but the Developers are self-managing and decide how much work they can do in a Sprint<sup>1</sup>. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers<sup>2</sup>. The Product Owner should not interfere with the Developers' work during the Sprint, but should provide feedback and guidance on the product value<sup>[3][3]</sup>. References:

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

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

[3][3]: Professional Scrum Product Owner I Certification, Scrum.org, accessed on December 16, 2023

#### NEW QUESTION 28

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 Done<sup>1</sup>. An Increment is a concrete step toward achieving the Product Goal and is the primary measure of progress in Scrum<sup>2</sup>. The Increment must be usable and potentially releasable, meaning that it meets the quality standards set by the Scrum Team and the stakeholders<sup>[3][3]</sup>.

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 29

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

A. The Product Owner.

B. The Quality Assurance Team.

C. The Scrum Team.

D. The Developers.

E. The Scrum Master.

**Answer:** D

#### Explanation:

The work to make sure Product Backlog items conform to the Definition of Done is done by the Developers. This is because:

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

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

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

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

Other options, such as the Product Owner, the Quality Assurance Team, the Scrum Team, or the Scrum Master, are not responsible for making sure Product Backlog items conform to the Definition of Done. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a "Done" Increment.

References:

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

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

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

#### NEW QUESTION 31

What is the accountability of the Product Owner during Sprint 0? (choose the best answer)

A. Determine the composition of the Scrum Team to meet the release plan.

B. There is no such thing as Sprint 0.

C. Create the overall release plan to ensure that organizational goals are met.

D. Make sure enough Product Backlog items are refined to fill the first 3 Sprints.

E. Gathering, eliciting, and analyzing the requirements to build the Product Backlog.

**Answer:** B

#### Explanation:

Sprint 0 is a term that some organizations use to describe a phase of work before the first official Sprint, where they do some upfront planning, design, architecture, or analysis<sup>1</sup>. However, this term is not consistent with the Scrum framework, which does not prescribe any pre-Sprint activities or phases<sup>2</sup>. Scrum starts with a Product Backlog that contains at least one valuable and feasible Product Goal, and enough Product Backlog items to initiate the first Sprint<sup>[3][3]</sup>. The Product Owner is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog<sup>4</sup>. The Product Owner does not have any specific accountability during Sprint 0, because Sprint 0 is not a part of Scrum.

References:

1: Sprint Zero: A Good Idea or Not?, Scrum Alliance, accessed on December 16, 2023 2: The Scrum Guide, November 2020, p. 5

[3][3]: The Scrum Guide, November 2020, p. 9

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

#### NEW QUESTION 34

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

A. The Product Backlog is ordered.

B. The Product Backlog is available to all stakeholders.



- C. Each Product Backlog item has a MoSCoW priority.
- D. The Product Backlog only has work for the next 2 Sprints.
- E. The Product Backlog is managed using a web-based tool.

**Answer:** AB

**Explanation:**

? Transparency is one of the three pillars of Scrum, along with inspection and adaptation. Transparency means that all aspects of the Scrum process and the product are visible and understandable to everyone who needs to work on or with them. Transparency enables effective inspection and adaptation, which are essential for delivering valuable products and improving the Scrum Team's performance.

? All Scrum artifacts must be transparent to ensure sufficient accuracy of inspection.

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

? Two measures that ensure that the Product Backlog is transparent are:

? The other options are not valid or relevant measures to ensure that the Product Backlog is transparent. They are either too restrictive, arbitrary, or unrelated to the Product Backlog's transparency. They are:

References:

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

? Transparency: <https://www.scrum.org/resources/blog/transparency-scrum-value>

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

? MoSCoW: <https://www.agilealliance.org/glossary/moscow/>

**NEW QUESTION 36**

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

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

**Answer:** D

**Explanation:**

A Sprint is a time-boxed period when a Scrum Team works to complete a set amount of work that delivers value to the customer<sup>1</sup>. A Sprint concludes when the time-box expires, regardless of whether all the tasks, Product Backlog items, or Definition of Done are completed or not<sup>23</sup>. The Product Owner has the authority to cancel a Sprint if they determine that the Sprint Goal is obsolete or the work done is no longer valuable<sup>1</sup>. Therefore, the Product Owner decides when enough has been delivered to meet the Sprint Goal, and the Sprint ends accordingly.

**NEW QUESTION 41**

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

- A. True
- B. False

**Answer:** B

**Explanation:**

Scrum does not have the role of Project Manager. The work is completed by the three roles in the Scrum Team: Product Owner, Development Team, and Scrum Master<sup>123</sup>. Project Managers can work on any type of project, while Scrum Masters are exclusive to Scrum projects and Scrum teams<sup>2</sup>.

**NEW QUESTION 42**

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

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

**Answer:** AEF

**Explanation:**

The Daily Scrum is a 15-minute event for the Developers to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary<sup>1</sup>. It is a key opportunity for the Developers to plan their work for the next 24 hours and collaborate on any challenges or impediments<sup>2</sup>. If the frequency of the Daily Scrum were to be lowered to every two or three days, three key concerns would be:

The Sprint Backlog may become inaccurate. The Sprint Backlog is the plan for how the Developers will achieve the Sprint Goal, and it is updated throughout the Sprint as more is learned<sup>3][3]</sup>. The Daily Scrum is a chance for the Developers to inspect the Sprint Backlog and make adjustments based on the current situation<sup>4</sup>. If the Daily Scrum is less frequent, the Sprint Backlog may not reflect the reality of the work, and the Developers may lose track of their progress and alignment with the Sprint Goal.

Opportunities to inspect and adapt the Sprint Backlog are lost. Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed<sup>5</sup>. The Daily Scrum is an essential event for the Developers to apply empiricism to their work, by inspecting the Sprint Backlog and adapting it to optimize the value and quality of the Increment. If the Daily Scrum is less frequent, the Developers may miss opportunities to inspect and adapt their work, and may not be able to deliver a valuable, useful Increment every Sprint.

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

References:

- 1: The Scrum Guide, November 2020, p. 10
- 2: The Scrum Guide, November 2020, p. 11
- [3][3]: The Scrum Guide, November 2020, p. 10
- 4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023
- 5: The Scrum Guide, November 2020, p. 4 The Scrum Guide, November 2020, p. 11 The Scrum Guide, November 2020, p. 14  
Developing People and Teams, Scrum.org, accessed on December 16, 2023

**NEW QUESTION 46**

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 49**

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 54**

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 57**

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

- A. True
- B. False

**Answer: A**

**Explanation:**

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

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

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

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

References:

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

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

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

**NEW QUESTION 62**

The timebox for a Daily Scrum is? (choose the best answer)

- A. 4 hours.
- B. The same time of day every day.
- C. Two minutes per person.
- D. 15 minutes.

**Answer: D**

**Explanation:**

The Scrum Guide states that "The Daily Scrum is a 15-minute time-boxed event for the Development Team to synchronize activities and create a plan for the next 24 hours."<sup>1</sup> The Daily Scrum is a quick and simple planning meeting designed to keep everyone in the loop with how other team members are getting on. It ensures that team members are fully aligned with each other and on track to hit the Sprint Goal. References:

? 1: The Scrum Guide<sup>2</sup>, page 11

? 2: The Scrum Guide

**NEW QUESTION 66**

Which of the following might the Scrum Team discuss during a Sprint Retrospective? (choose the best answer)

- A. Methods of communication.
- B. The way the Scrum Team does Sprint Planning.
- C. Skills needed to improve the Developers ability to deliver.
- D. The Definition of Done.
- E. All of the above.



**Answer: E**

**Explanation:**



Scrum

During the Sprint Retrospective, the Scrum Team discusses how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done<sup>123</sup>. This includes methods of communication, the way the Scrum Team does Sprint Planning, skills needed to improve the Developers' ability to deliver, and the Definition of Done<sup>123</sup>.

#### NEW QUESTION 71

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

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

**Answer: E**

**Explanation:**

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

- ? The Scrum Team is self-managing and does not need to report to anyone outside the team<sup>1</sup>.
- ? The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on the product and inspect the Increment<sup>2</sup>.
- ? The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress and value delivery<sup>3</sup>.
- ? The IT manager can attend the Sprint Review as a stakeholder and provide feedback on the product and the process<sup>4</sup>.

References:

- ? Scrum Guide, page 7, section "The Scrum Team"
- ? Scrum Guide, page 13, section "Sprint Review"
- ? Scrum Guide, page 10, section "Increment"
- ? Scrum Guide, page 14, section "Sprint Review"

#### NEW QUESTION 76

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."<sup>1</sup> 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 Guide<sup>2</sup>, page 7
- ? 2: The Scrum Guide

#### NEW QUESTION 79

Why is the Daily Scrum held at the same time and same place? (choose the best answer)

- A. The Product Owner demands it.
- B. Rooms are hard to book and must be booked in advance.
- C. The place can be named.
- D. The consistency reduces complexity.

**Answer: D**



**Explanation:**

The Daily Scrum is held at the same time and same place because:

? The consistency reduces complexity. By having a fixed time and place for the Daily Scrum, the Developers can avoid wasting time and energy on scheduling, logistics, or coordination issues. They can also establish a routine and a rhythm that helps them focus on their work and their Sprint Goal.

? The consistency increases transparency. By having a fixed time and place for the Daily Scrum, the Developers can ensure that everyone is aware of when and where the meeting takes place, and that everyone has an opportunity to participate and share their progress, plans, and challenges. They can also invite other stakeholders or observers, if they find it useful, to provide feedback or support.

? The consistency enhances collaboration. By having a fixed time and place for the Daily Scrum, the Developers can create a safe and comfortable space for them to communicate, interact, and collaborate with each other. They can also build trust, rapport, and accountability among themselves, and foster a sense of team spirit and ownership.

References:

? Scrum Guide 2020, page 12: “The Daily Scrum is held at the same time and place each day to reduce complexity.”

? 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 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 84**

Which of the following are the Developers accountable for? (choose the best two answers)

- A. Organizing the work required to meet the Sprint Goal.
- B. Selecting the Product Owner.
- C. Reporting productivity.
- D. Creating a plan for the Sprint, the Sprint Backlog.

**Answer: AD**

**Explanation:**

The Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for organizing and managing their work. Only the Developers can decide how to perform the work during the Sprint<sup>1</sup>. The Developers plan the work necessary to create an Increment that meets the Definition of Done during the Sprint Planning event. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers. The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal<sup>1</sup>. The Developers are responsible for creating and maintaining the Sprint Backlog<sup>1</sup>. The Developers are not accountable for selecting the Product Owner, reporting productivity, or any other activities that are not related to creating a Done Increment that meets the Sprint Goal<sup>123</sup>. References:

? Scrum Guide

? What is a Developer?

? Who Determines How Work Is Performed During The Sprint?

? [What is Sprint Planning?]

**NEW QUESTION 86**

When does the next Sprint begin? (choose the best answer)

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

**Answer: B**

**NEW QUESTION 89**

Why is it important that there is only one Product Owner per product? (choose the best three answers)

- A. The Scrum Master knows who acts as their backup while on vacation.
- B. It would confuse the stakeholders if they had to work with more than one person.
- C. It is clear who is accountable for the ultimate value of the product.
- D. It helps avoid barriers to effective communication and rapid decision-making.
- E. The Scrum Team always knows who determines the order of the Product Backlog.

**Answer: CDE**

**Explanation:**

The reasons why it is important that there is only one Product Owner per product are:

? It is clear who is accountable for the ultimate value of the product. 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.

? It helps avoid barriers to effective communication and rapid decision-making. 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. They must also collaborate with the Developers and the stakeholders to refine, order, and prioritize the Product Backlog items based on value and impact.

? The Scrum Team always knows who determines the order of the Product Backlog.

The Product Owner has the final authority to decide what items are more important and valuable for the product. They must communicate this order clearly and consistently to the Scrum Team and the stakeholders. They must also respect and support the self-management of the Developers in choosing how best to accomplish their work.

Other options, such as the Scrum Master knowing who acts as their backup while on vacation or it would confuse the stakeholders if they had to work with more than one person, are not valid reasons why it is important that there is only one Product Owner per product. They may reflect a misunderstanding of the roles and accountabilities of the Scrum Team or the stakeholders.

References:

? [Scrum Guide], page 6, section “Product Owner”

- ? [Scrum Guide], page 11, section “Product Backlog”
- ? [Scrum Guide], page 12, section “Product Backlog Refinement”
- ? [Scrum Guide], page 11, section “Product Backlog”
- ? [Scrum Guide], page 7, section “Developers”

#### NEW QUESTION 90

Five new Scrum Teams have been created to build one product. A few of the Developers on one of the Scrum Teams ask the Scrum Master how to coordinate their work with the other teams. What should the Scrum Master do?  
(choose the best answer)

- A. Teach them that it is their responsibility to work with the other teams to create an integrated Increment that is inclusive of all five team's work.
- B. Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.
- C. Visit the five teams each day to inspect that their Sprint Backlogs are aligned.
- D. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much overlap during a Sprint.

**Answer:** A

#### Explanation:

According to the Scrum Guide, the Scrum Team is responsible for all product-related activities, including coordination and integration with other teams. The Scrum Master should teach the Developers how to work with the other teams to create a potentially releasable product increment that meets the Definition of Done and the Product Goal. One way to facilitate this coordination is to use a Scrum of Scrums meeting, which is a daily or periodic meeting where representatives from each team share their progress, plans, and impediments. The Scrum of Scrums meeting is not mandatory, but it can help the teams align their work and resolve dependencies.

The other options are not correct because they violate the principles of Scrum, such as self-management, empiricism, and transparency:

? B. Collecting the Sprint tasks from the teams and merging them into a consolidated plan for the entire Sprint is a centralized and controlled way of coordination that undermines the self-management and autonomy of the teams. The Scrum Master should not act as a project manager or a coordinator, but as a servant-leader and a coach who enables the teams to manage their own work.

? C. Visiting the five teams each day to inspect that their Sprint Backlogs are aligned is a micromanagement and inspection approach that does not respect the trust and transparency of the teams. The Scrum Master should not interfere with the work of the teams, but support them in creating a shared understanding of the product vision, goals, and requirements.

? D. Teaching the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much overlap during a Sprint is a suboptimal and inefficient way of coordination that does not leverage the collective intelligence and creativity of the teams. The Product Owner should not rely on a few individuals to order the Product Backlog, but collaborate with all the teams and stakeholders to maximize value delivery.

References:

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

? Scrum Of Scrums - Guide to Agile Scaling Frameworks - Agilest®: “The coordination of the various teams is done in a Scrum of Scrums meeting which can be held daily, twice a week, or at a minimum, once a week. Each Scrum team has its ScrumMaster or a designated team member attend the Scrum of Scrum meeting as its representative.”

#### NEW QUESTION 93

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 97

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 102

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 Guide<sup>1</sup>, “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 105

Which best describes the Product Backlog? (choose the best answer)

A. It is allowed to grow and change as more is learned about the product and its customers.

B. It contains all foreseeable tasks and requirements from which the Scrum Team can develop and maintain a complete project plan.

C. It provides just enough information to enable a Scrum Team to start the design phase of a product.

D. It is baselined to follow change management processes.

**Answer: A**

### Explanation:

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. The other options are not accurate descriptions of the Product Backlog, as it does not contain all foreseeable tasks and requirements, it does not provide just enough information to start the design phase, and it is not baselined to follow change management processes<sup>23</sup>.

1: What is a Product Backlog? | Scrum.org 2: What is a Product Backlog? | Agile Alliance 3: Product Backlog: Definition, Examples & Techniques | Wrike Guide

## NEW QUESTION 109

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 111

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 115

Which answer best describes the topics covered in Sprint Planning? (choose the best answer)

- A. Who is on the team and what team member roles will be.
- B. How conditions have changed and how the Product Backlog should evolve.
- C. What to do and who will do it.
- D. What can be done, how to do it, and why to do it.
- E. What went wrong in the last Sprint and what to do differently this Sprint.

**Answer: D**

#### Explanation:

Sprint Planning is an event where the Scrum Team collaborates on the work to be performed during the Sprint<sup>1</sup>. The topics covered in Sprint Planning are: What can be done. The Product Owner proposes how the product could increase its value and utility in the current Sprint, based on the Product Goal, the Product Backlog, and the latest market and stakeholder feedback. The Developers assess the capacity and the technical feasibility of the work, and select the Product Backlog items that they can commit to for the Sprint. The Scrum Team crafts the Sprint Goal, which is a concise statement of the purpose and focus of the Sprint<sup>2</sup>. How to do it. The Developers plan how they will deliver a “Done” product Increment that meets the Sprint Goal. They create a plan for the first days of the Sprint, and decompose the selected Product Backlog items into smaller work items. The Developers also identify any dependencies, risks, or impediments that may affect their work. The resulting plan is captured in the Sprint Backlog, which is owned and managed by the Developers<sup>[3][3]</sup>. Why to do it. The Product Owner explains the value and the outcome of the work to be done in the Sprint, and how it aligns with the Product Goal and the stakeholder needs. The Product Owner also clarifies the acceptance criteria and the Definition of Done for the Product Backlog items, and answers any questions from the Developers. The Scrum Team ensures that they have a common understanding of the Sprint Goal and the expected product Increment<sup>4</sup>.

References:

- 1: The Scrum Guide, November 2020, p. 9
- 2: The Scrum Guide, November 2020, p. 10
- [3][3]: The Scrum Guide, November 2020, p. 10
- 4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

#### NEW QUESTION 116

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 119

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 Done<sup>1</sup>. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness for the next Sprint<sup>2</sup>. 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<sup>[3][3]</sup>. 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 relationships<sup>4</sup>. 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 items<sup>5</sup>. 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 121

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

(choose the best two answers)

- A. Each Scrum Team should have a separate Product Backlog.
- B. There should be only one Product Owner.
- C. The product has one Product Backlog.
- D. There should be six Product Owners, one for each Scrum Team.
- E. There should be six Product Owners, reporting to a Chief Product Owner.

**Answer:** BC

#### Explanation:

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

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

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

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

? Having multiple Product Owners for one product would create conflicts, overlaps, gaps, and inefficiencies. It would also make it harder to maintain a clear and consistent product vision, strategy, roadmap, and backlog. Therefore, there should be only one Product Owner for one product.

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

References:

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

? Nexus: <https://www.scrum.org/resources/what-is-nexus>  
? LeSS: <https://less.works/>  
? SAFe: <https://www.scaledagileframework.com/>  
? Scrum of Scrums: <https://www.agilealliance.org/glossary/scrum-of-scrums/>

#### NEW QUESTION 124

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 125

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 Goal<sup>1</sup>. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers<sup>2</sup>. The Product Owner is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog<sup>3</sup>[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-management<sup>4</sup>. 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 127

A product's success is measured by: (choose the best three answers)

- A. The impact on cost.
- B. The impact on my performance rating.
- C. The impact on revenue.
- D. The impact on my boss's mood.
- E. The delivery of upfront defined scope compared to the upfront planned time.
- F. The impact on customer satisfaction.

**Answer: ACF**

#### Explanation:

A product's success is measured by the value it delivers to the customers and the organization. The impact on cost, revenue, and customer satisfaction are three important indicators of value. The Scrum Guide states that "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."<sup>1</sup> The Product Owner should consider the cost of developing and maintaining the product, the revenue generated by the product, and the satisfaction of the customers and users who use the product. These factors help the Product Owner to prioritize the Product Backlog, define the Product Goal, and collaborate with the stakeholders.

References:

? 1: The Scrum Guide<sup>2</sup>, page 6

? 2: The Scrum Guide

#### NEW QUESTION 129

Why do the Developers need a Sprint Goal? (choose the best answer)

- A. A Sprint Goal only gives purpose to Sprint O.
- B. Sprint Goals are not valuable
- C. Everything is known from the Product Backlog.
- D. The Developers are more focused with a common yet specific goal.
- E. A Sprint Goal ensures that all of the Product Backlog items selected for the Sprint are implemented.

**Answer: C**

#### Explanation:

The Developers need a Sprint Goal because it gives them a common yet specific goal to focus on during the Sprint. This is because:

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

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

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

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

? The Developers need a Sprint Goal to align their efforts and collaborate effectively as a team. The Sprint Goal helps them prioritize and optimize their work based on value and impact. The Sprint Goal also helps them cope with uncertainty and complexity by providing a clear direction and a shared purpose.

Other options, such as a Sprint Goal only giving purpose to Sprint 0, Sprint Goals being not valuable, or a Sprint Goal ensuring that all of the Product Backlog items selected for the Sprint are implemented, are not valid reasons why the Developers need a Sprint Goal. They may reflect a misunderstanding of what a Sprint Goal is or how Scrum works. References:

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

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

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

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

#### NEW QUESTION 132

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 137

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 141

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 teams<sup>1</sup>. 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 communication<sup>2</sup>. This way, the teams can deliver a coherent and valuable product Increment every Sprint<sup>[3][3]</sup>.

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 143

Which statement best describes the Sprint Review? (choose the best answer)

A. It is a mechanism to control the Developers activities during a Sprint.

B. It is used to congratulate the Developers if they complete their forecast or to punish the Developers if they fail to meet their forecast.

C. It is when the Scrum Team and stakeholders inspect the outcome of a Sprint and figure out what to do next.

D. It is a demo at the end of the Sprint for everyone in the organization to check on the work done.

**Answer: C**



**Explanation:**

A sprint review is a collaborative event where the Scrum Team and stakeholders inspect the outcome of a Sprint and determine future adaptations<sup>12</sup>. It is not a mechanism to control, reward, or punish the Developers, nor is it just a demo of the work done.

**NEW QUESTION 146**

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 practices<sup>1</sup>. The Scrum Master also facilitates Scrum events as requested or needed<sup>2</sup>. 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<sup>3</sup><sup>[3]</sup>. It is a key opportunity for the Developers to plan their work for the next 24 hours and collaborate on any challenges or impediments<sup>4</sup>. 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 Developers<sup>5</sup>.

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 149**

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 153**

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 154

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

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

**Answer: B**

#### Explanation:

A mature Scrum Team is expected to continuously improve their quality standards and deliver potentially releasable Increments of value that meet the Definition of Done<sup>12</sup>. The Definition of Done is a shared understanding of what it means to complete a Product Backlog item, and it may vary from one Scrum Team to another<sup>3</sup>. As the Scrum Team matures, they may expand their Definition of Done to include more rigorous criteria, such as higher levels of testing, documentation, performance, security, usability, etc . This way, they ensure that their product Increment is always ready for release and meets the expectations of the stakeholders and customers<sup>12</sup>.

#### NEW QUESTION 155

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."<sup>1</sup> 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 Guide<sup>2</sup>, page 9

? 2: The Scrum Guide

#### NEW QUESTION 158

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