

## Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

<https://www.2passeasy.com/dumps/PSPO-I/>



### NEW QUESTION 1

Which two things should the Scrum Team do during the first Sprint? (choose the best two answers)

- A. Make up a plan for the rest of the project.
- B. Define the major product features and a release plan architecture.
- C. Analyze, describe, and document the requirements for the subsequent Sprints.
- D. Build at least one piece of valuable functionality.
- E. Create at least one valuable, useful Increment.

**Answer:** DE

#### Explanation:

the first Sprint is the same as any other Sprint, and the Scrum Team should deliver a potentially releasable Increment of "Done" product at its conclusion. This means that the team should build at least one piece of valuable functionality that meets the Definition of Done and aligns with the Sprint Goal. The other options are not things that the Scrum Team should do during the first Sprint, as they are either too detailed, too vague, or too long-term for the Scrum framework. The Scrum Team should not make up a plan for the rest of the project, as Scrum is an empirical process that adapts to changing requirements and feedback<sup>1</sup>. The Scrum Team should not define the major product features and a release plan architecture, as these are the responsibilities of the Product Owner, who should have a vision and a roadmap for the product<sup>2</sup>. The Scrum Team should not analyze, describe, and document the requirements for the subsequent Sprints, as this would violate the principle of emergent design and just-in-time planning<sup>3</sup>.

1: The Scrum Guide | Scrum.org 2: What is a Product Owner? | Scrum.org 3: Emergent Design and Just-in-Time Planning | Scrum.org

### NEW QUESTION 2

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

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

**Answer:** D

#### Explanation:

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

References:

? 1: The Scrum Guide<sup>2</sup>, page 15

? 2: The Scrum Guide

### NEW QUESTION 3

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

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

**Answer:** ABF

#### Explanation:

? A product's success is measured by the impact it has on the customers, the business, and the market. Different products may have different success criteria and metrics, depending on their vision, goals, value proposition, and target audience. However, some of the common and important aspects that can indicate a product's success are:

? The other options are not valid or relevant measures of a product's success. They are either too subjective, narrow, or unrelated to the product's value proposition and goals. They are:

References:

? Product Success: <https://www.productplan.com/glossary/product-success/>

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

? Cost: <https://www.investopedia.com/terms/c/cost.asp>

? Revenue: <https://www.investopedia.com/terms/r/revenue.asp>

### NEW QUESTION 4

True or False: During the Sprint Review the stakeholder's role is to reorder the Product Backlog.

- A. True
- B. False

**Answer:** B

#### Explanation:

During the Sprint Review, the stakeholder's role is not to reorder the Product Backlog, but rather to provide feedback and suggestions on the product and the process. Therefore, the answer is false because:

? The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration. The

stakeholders are invited to attend the Sprint Review as observers, participants, or customers, and they can share their opinions, ideas, or requests regarding the product and its features, functionality, quality, value, etc.

? The ordering of the Product Backlog is the sole responsibility of the Product Owner. They order Product Backlog items to best achieve goals and missions. The Product Owner may consider the feedback and suggestions from the stakeholders, as well as other factors such as dependencies, risks, costs, etc., when ordering the Product Backlog. However, they are not obliged to follow or implement them.

? The Product Backlog is not a fixed or final list of requirements, but rather an emergent and dynamic artifact that represents all the possible changes to the product. The Product Owner is accountable for effective Product Backlog management, which includes refining, communicating, and optimizing the Product Backlog items. The Product Owner may update the Product Backlog at any time, not only during the Sprint Review.

References:

? Scrum Guide 2020, page 11: "The ordering of the items in the Product Backlog is the sole responsibility of the Product Owner."

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

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

#### NEW QUESTION 5

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

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

**Answer: D**

#### Explanation:

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

#### NEW QUESTION 6

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 7

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

(choose the best answer)

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

**Answer: D**

#### Explanation:

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

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

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

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

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

? The Product Owner and the Developers must collaborate closely throughout the Sprint to ensure that they have a shared understanding of what they are building and why. The Product Owner must provide clarifications, feedback, and guidance to the Developers as needed to help them create a valuable Increment.

? If the Developers find out during the Sprint that they are not likely to build everything they forecast, it means that there is a gap between their initial plan and their actual progress. This may happen due to various reasons, such as new insights, changing requirements, technical challenges, or unforeseen circumstances.

? In this situation, the Product Owner should work with the Developers to re-work the selected Product Backlog items to meet the Sprint Goal. This may involve adding, removing, or modifying some items, as long as they still support the Sprint Goal and deliver value. The Product Owner should also communicate any changes or impacts to the stakeholders and customers as appropriate.

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

References:

- ? [Scrum Guide], page 15, section "Sprint Goal"
- ? [Scrum Guide], page 7, section "Developers"
- ? [Scrum Guide], page 6, section "Product Owner"
- ? [Scrum Guide], page 10, section "Definition of Done"
- ? [Scrum Guide], page 10, section "Increment"
- ? [Scrum Guide], page 10, section "Product Goal"

#### NEW QUESTION 8

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. Never
- 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 9

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 10

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

- A. True
- B. False

**Answer:** B

**Explanation:**

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

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

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

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

References:

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

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

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

**NEW QUESTION 10**

The job of a Product Owner focuses on the following:

(choose the best two answers)

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

**Answer:** AD

**Explanation:**

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

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

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

They are:

References:

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

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

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

**NEW QUESTION 15**

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

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

**Answer:** EF

**Explanation:**

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

? 1: The Scrum Guide<sup>2</sup>, page 18

? 2: The Scrum Guide

**NEW QUESTION 18**

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</sup><sup>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 20

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

- A. Monthly.
- B. Whenever it is done.
- C. 8 hours for a one-month Sprint.
- D. 4 hours for a one-month Sprint.

**Answer: C**

#### Explanation:

? 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 timebox for the Sprint Planning event is proportional to the length of the Sprint. For a one-month Sprint, the timebox is 8 hours. For shorter Sprints, the timebox is usually shorter. The Scrum Team may decide how much time to spend on each topic within the timebox, depending on their needs and preferences.

? The timebox for the Sprint Planning event ensures that the Scrum Team does not spend too much or too little time on planning their work for the Sprint. The timebox also ensures that the Scrum Team has enough clarity and alignment on what and how they want to achieve during the Sprint.

References:

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

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

#### NEW QUESTION 24

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

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

**Answer: D**

#### Explanation:

According to Scrum.org, the Developers own the Sprint Backlog<sup>12</sup>. The Sprint Backlog is a plan by and for the Developers<sup>1</sup>. It is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal<sup>1</sup>. Consequently, the Sprint Backlog is updated throughout the Sprint as more is learned<sup>1</sup>.

#### NEW QUESTION 29

Who determines when it is appropriate to update the Sprint Backlog during a Sprint? (choose the best answer)

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

**Answer: C**

#### Explanation:

? The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. The Sprint Backlog is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint, and it belongs solely to the Developers.

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

? The Developers are also responsible for updating the Sprint Backlog throughout the Sprint. The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum. The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers work through the plan and learn more about the work needed to achieve the Sprint Goal.

? As new work is required, the Developers add it to the Sprint Backlog. As work is performed or completed, the estimated remaining work is updated. When elements of the plan are deemed unnecessary, they are removed. Only the Developers can change its content and order during a Sprint.

References:

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

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

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

#### NEW QUESTION 31

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

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

**Answer: C**

#### Explanation:

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

? The Daily Scrum is an event for the Developers to inspect their progress towards the Sprint Goal and adapt their Sprint Backlog accordingly. It is not a status

meeting or a reporting session for managers or other stakeholders.

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

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

References:

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

? Scrum Guide 2020, page 13: "The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management."

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

### NEW QUESTION 33

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 38

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 43

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

- A. True
- B. False

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 44

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

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

**Answer:** BD

#### Explanation:

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

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

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

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

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

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

References:

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

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

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

#### NEW QUESTION 46

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

- A. True
- B. False

**Answer:** B

#### NEW QUESTION 51

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</sup>[3]. 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 56

The Scrum Team should have all the skills needed to: (choose the best answer)

- A. Complete the project within the date and cost as calculated by the Product Owner.
- B. Do all of the development work, except for specialized testing that requires additional tools and environments.
- C. Turn Product Backlog items into a valuable, useful Increment.

**Answer:** C

#### Explanation:

The Scrum Team should have all the skills needed to turn Product Backlog items into a valuable, useful Increment, as this is the primary goal of each Sprint. The Scrum Guide states that "The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal."<sup>1</sup> The Scrum Team should be cross-functional, which means that the Developers have all the skills necessary to create a product Increment.<sup>1</sup> The Scrum Team should also be self-managing, which means that they decide how best to accomplish their work, rather than being directed by others outside the Scrum Team.<sup>1</sup>

References:

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

? 2: The Scrum Guide

#### NEW QUESTION 59

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

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

**Answer:** B

#### Explanation:

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

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

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

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

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

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

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

References:

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

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

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

#### NEW QUESTION 60

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

- A. True
- B. False

**Answer:** B

#### Explanation:

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

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

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

References:

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

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

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

#### NEW QUESTION 63

A Product Backlog is:

(choose the best three answers)

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

**Answer:** BCD

**Explanation:**

A Product Backlog is:

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

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

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

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

References:

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

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

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

**NEW QUESTION 68**

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 72**

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

? 2: The Scrum Guide

**NEW QUESTION 77**

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?]

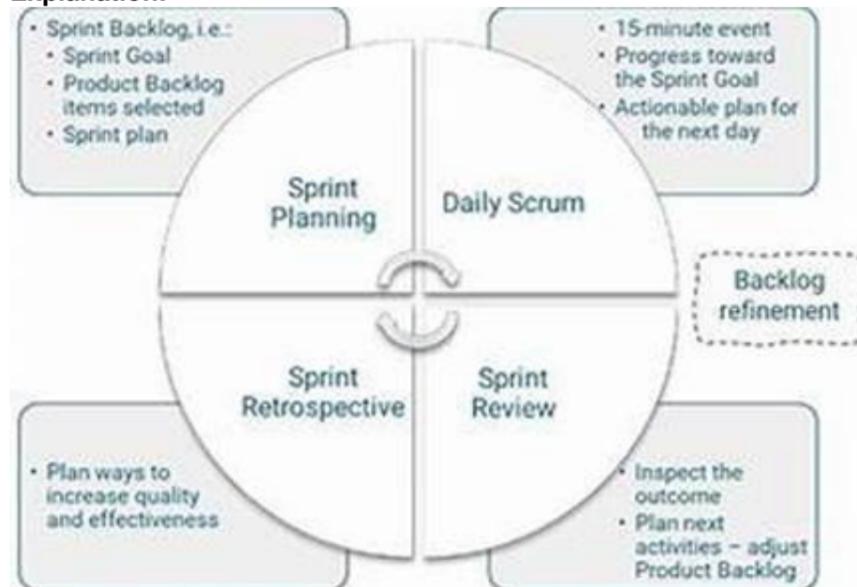
**NEW QUESTION 82**

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

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

**Answer: B**

**Explanation:**



Scrum  
 According to the Scrum Guide 2020, the entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint<sup>1234</sup>. This includes the Developers, the Product Owner, and the Scrum Master<sup>4</sup>. The Developers are committed to creating any aspect of a usable Increment each Sprint<sup>12</sup>, while the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team<sup>12</sup>. The Scrum Master fosters an environment where the Scrum Team can work effectively<sup>1</sup>.

**NEW QUESTION 84**

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 89**

Which are appropriate topics for discussion in a Sprint Retrospective? (choose the best three answers)

- A. Team relations.
- B. The value of work currently represented in the Product Backlog.
- C. How the Scrum Team does its work.
- D. Definition of Done.
- E. Arranging the Sprint Backlog for the next Sprint.

**Answer: ACD**

#### Explanation:

The Sprint Retrospective is an event where the Scrum Team reflects on how they worked together in the last Sprint and identifies ways to improve their collaboration, processes, and quality. Therefore, appropriate topics for discussion in a Sprint Retrospective are:

? Team relations: The Scrum Team should discuss how they communicated, interacted, and supported each other during the Sprint. They should celebrate their successes, acknowledge their challenges, and address any conflicts or issues that arose. They should also share feedback, appreciation, and suggestions for improvement with each other.

? How the Scrum Team does its work: The Scrum Team should inspect the methods, tools, and practices they used to deliver the product increment. They should evaluate what worked well and what could be improved. They should also identify any impediments, risks, or dependencies that affected their work and how they handled them.

? Definition of Done: The Scrum Team should review their Definition of Done and check if it is still relevant, clear, and achievable. They should also assess how well they adhered to it and if they delivered a potentially releasable product increment that meets the quality standards. They should also consider if they need to update or adapt their Definition of Done based on new insights or feedback.

The following topics are not appropriate for discussion in a Sprint Retrospective:

? The value of work currently represented in the Product Backlog: The value of the Product Backlog items is the responsibility of the Product Owner, who should continuously refine and order them based on stakeholder needs and feedback. The value of the Product Backlog items is not directly related to how the Scrum Team works together and does not affect their improvement actions for the next Sprint.

? Arranging the Sprint Backlog for the next Sprint: The Sprint Backlog is the plan for the next Sprint that is created by the Scrum Team during the Sprint Planning event. The Sprint Backlog is based on the Product Backlog items that are selected for the next Sprint and how the Developers intend to accomplish them. The Sprint Retrospective is not a planning event but a reflection event that focuses on the past Sprint.

References:

? [Scrum Guide], section 3.5: "The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness."

? [Professional Scrum Product Owner], chapter 7: "The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint."

? What is a Sprint Retrospective? | Scrum.org: "During each Sprint Retrospective, the Scrum Team plans ways to increase product quality by improving work processes or adapting the definition of "Done" if appropriate and not in conflict with product or organizational standards."

? The Sprint Retrospective - What It Is & Tips for Making the Most of Your Meeting: "The focus is on how the team worked together in the last sprint, including: Communication Teamwork Process Tools Systems Work environment Missing competencies Collaboration with external parties"

#### NEW QUESTION 93

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 98

The length of a Sprint should be: (choose the best answer)

- A. Short enough to keep the business risk acceptable to the Product Owner.
- B. Short enough to be able to synchronize the development work with other business events.
- C. No more than one calendar month.
- D. All of the above.

**Answer: D**

#### Explanation:

? The length of a Sprint is the timebox within which the Scrum Team creates a potentially releasable product Increment. The Sprint is a container for all the other Scrum events, such as the Sprint Planning, the Daily Scrum, the Sprint Review, and the Sprint Retrospective. The Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.

? The length of a Sprint should be no more than one calendar month. This is the maximum duration allowed by Scrum, as longer Sprints can increase the complexity and risk of the product development. Longer Sprints can also reduce the agility and responsiveness of the Scrum Team to changing customer needs and market conditions.

? The length of a Sprint should also be short enough to keep the business risk acceptable to the Product Owner. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time. The length of a Sprint affects how frequently and effectively the Product Owner can validate, verify, and deliver value to the customers and users.

? The length of a Sprint should also be short enough to be able to synchronize the development work with other business events. The Scrum Team operates within a broader organizational context that may have other events, cycles, or deadlines that affect or depend on product development. For example, there may be marketing campaigns, sales promotions, regulatory compliance, or contractual obligations that require coordination and alignment with the product delivery. The length of a Sprint affects how well and timely the Scrum Team can synchronize their work with these other business events.

References:

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

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

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

#### NEW QUESTION 100

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

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

**Answer:** DE

**Explanation:**

The Scrum values are commitment, focus, openness, respect, and courage<sup>1</sup>. These values are embodied by the Scrum Team, which is a self-managing unit that organizes its own work and delivers a valuable product<sup>2</sup>. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers<sup>3</sup><sup>3</sup>. The best way to create Scrum Teams is to respect the self-management and empowerment of the people who will do the work, and let them decide how to organize themselves into Scrum Teams. This can be done by bringing all the people together and letting them form Scrum Teams based on their skills, interests, and alignment with the product vision<sup>4</sup>. Alternatively, existing teams can propose how they would like to reorganize themselves into Scrum Teams, based on their feedback and experience<sup>5</sup>. These ways of creating Scrum Teams are consistent with the Scrum values, as they foster commitment, focus, openness, respect, and courage among the team members and stakeholders. The other options are not consistent with the Scrum values, as they involve managers or the Chief Product Owner imposing their decisions on the team members, which undermines their self-management and empowerment, and creates a lack of trust and collaboration.

References:

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

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

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

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

**NEW QUESTION 104**

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

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

**Answer:** B

**Explanation:**

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

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

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

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

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

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

the selected Product Backlog items as a “Done” Increment. The plan may include tasks, dependencies, risks, estimates, or other information that helps them organize and manage their work.

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

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

References:

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

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

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

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

**NEW QUESTION 107**

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

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

**Answer:** ACD

**Explanation:**

A Product Owner orders a Product Backlog in any way they think will maximize the value of the product<sup>1</sup>. They take various factors into consideration when ordering the Product Backlog such as business value, risk, return on investment (ROI), dependencies and impact<sup>1</sup>. Dependencies between Product Backlog items and their relevance to achieving the Product Goal are two of these factors<sup>2</sup>. The availability of the Scrum Master and the number of stakeholders who approve of the item are not valid criteria for ordering the Product Backlog<sup>3</sup>.

**NEW QUESTION 108**

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

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

E. All work the Developers are willing to do.

**Answer:** AD

**Explanation:**

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

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

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

References:

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

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

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

**NEW QUESTION 111**

An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used. What will likely happen if this is done?

(choose the best answer)

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.
- C. Management may feel less anxious.
- D. All answers apply.

**Answer:** D

**NEW QUESTION 116**

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 118**

A new Developer is having continuing conflicts with existing members of the Scrum Team, which is impacting the delivery of the Increment. If necessary, who is responsible for removing the Developer from the Scrum Team? (choose the best answer)

- A. The Product Owner is responsible, they control the return on investment (ROI).
- B. The Scrum Team is responsible.
- C. The Scrum Master is responsible, they remove impediments.
- D. The hiring manager is responsible, they hired the Developer.

**Answer:** B

**Explanation:**

The Scrum Team is a self-managing unit that organizes its own work and delivers a valuable product<sup>1</sup>. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers<sup>2</sup>. The Scrum Team is accountable for creating a valuable, useful Increment every Sprint<sup>3</sup>[3]. If a Developer is having conflicts with other team members that affect the delivery of the Increment, the Scrum Team is responsible for resolving the issue and deciding whether to remove the Developer from the team or not. The Product Owner, the Scrum Master, and the hiring manager do not have the authority to remove a Developer from the Scrum

Team, as this would violate the principle of self-management<sup>4</sup>. References:

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

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

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

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

#### NEW QUESTION 123

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

- A. True
- B. False

**Answer: B**

#### Explanation:

Answer- False

Very Short Explanation: According to Scrum.org, the Product Owner is not required to create clear and unambiguous acceptance criteria for each item in the product's backlog before it can be selected in Sprint Planning<sup>1</sup>. Acceptance Criteria is optional and is not prescribed by Scrum<sup>2</sup>. It can be valuable, but it's not a must<sup>2</sup>. The Developers can inspect and adapt the Sprint Backlog in any way they see fit, in order to help meet the Sprint Goal<sup>2</sup>.

#### NEW QUESTION 125

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 128

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 132

Who should make sure everyone on the Scrum Team does their tasks for the Sprint? (choose the best answer)

- A. The Project Manager.
- B. The Product Owner.

- C. The Scrum Master.
- D. The Scrum Team.
- E. All of the above.

**Answer:** D

**Explanation:**

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

? The Scrum Team is responsible for making sure everyone on the Scrum Team does their tasks for the Sprint. The Scrum Team does not rely on any external authority, manager, or leader to assign or monitor their work. The Scrum Team collaborates and coordinates their work as one unit, without any hand-offs or silos. The Scrum Team also inspects and adapts their work based on empirical evidence and feedback.

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

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

? The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. The Scrum Master does this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization.

? The other options are not valid or relevant answers for who should make sure everyone on the Scrum Team does their tasks for the Sprint. They are either nonexistent or irrelevant roles in Scrum. They are:

References:

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

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

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

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

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

**NEW QUESTION 136**

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 137**

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][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 140**

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 143**

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 147**

Which of the following is required by Scrum?

(choose the best answer)

A. Sprint Retrospective.

B. Developers must stand up at the Daily Scrum.

C. Sprint Burndown Chart.

D. Release Planning.

E. All of the above.

**Answer:** A

**Explanation:**

The Sprint Retrospective is one of the five events defined by Scrum. It is a formal opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The purpose of the Sprint Retrospective is to adapt the way of working so that it becomes more effective and enjoyable. The other options are not required by Scrum, but may be useful practices depending on the context. Developers do not have to stand up at the Daily Scrum, they can choose any format that works for them. A Sprint Burndown Chart is a common way to visualize the remaining work in a Sprint, but it is not mandated by Scrum. Release Planning is a topic that falls under the broader competency of Managing Products with Agility, but it is not a prescribed event in Scrum. References:

? The Scrum Guide

? Understanding and Applying the Scrum Framework

? Professional Scrum Product Owner™ I Certification

**NEW QUESTION 151**

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