

## Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

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



### NEW QUESTION 1

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

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

**Answer:** B

#### Explanation:

the Product Owner is responsible for refining the Product Backlog, which is an ongoing activity that can occur at any time, including between Sprints. The other options are not typical activities for the Product Owner between Sprints, as the next Sprint starts immediately after the current Sprint<sup>1</sup>, the project plan is replaced by the Product Backlog<sup>2</sup>, and the Quality Assurance is done by the Developers of the Scrum Team within the Sprint<sup>1</sup>.

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

### NEW QUESTION 2

Which three of the following are true about Scrum? (choose the best three answers)

- A. Scrum implements self-management by replacing Project Managers with Scrum Masters.
- B. Scrum is based on empiricism and lean thinking.
- C. Scrum is a framework for developing and sustaining complex products.
- D. Scrum is a methodology where you can pick and choose which parts of Scrum you think will work for your environment.
- E. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products.

**Answer:** BCE

#### Explanation:

The following are true about Scrum:

? Scrum is based on empiricism and lean thinking. Empiricism is the principle of making decisions based on what is observed and experienced, rather than on theory or speculation. Lean thinking is the philosophy of eliminating waste and maximizing value in any process or system. Scrum applies these concepts by providing a framework for inspecting and adapting the product and the process, and by focusing on delivering the most valuable features to the customers and stakeholders.

? Scrum is a framework for developing and sustaining complex products. A complex product is one that has unpredictable or unknown aspects that require creativity, experimentation, and adaptation to deliver. A framework is a set of minimal and essential rules and roles that provide structure and guidance, but leave room for flexibility and innovation. Scrum provides such a framework for teams to collaborate and deliver complex products iteratively and incrementally, while embracing change and feedback.

? Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex products. Scrum consists of three roles (Product Owner, Scrum Master, Developers), five events (Sprint, Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective), and three artifacts (Product Backlog, Sprint Backlog, Increment). Each of these components has a clear definition, accountability, and goal that contributes to the overall effectiveness and value of Scrum. Removing or changing any of these components may cause the benefits of Scrum to be lost or diminished.

References:

? Scrum Guide 2020, page 3: "Scrum is founded on empiricism and lean thinking."

? Scrum Guide 2020, page 3: "Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems."

? Scrum Guide 2020, page 4: "Each component within the framework serves a specific purpose and is essential to Scrum's success and usage."

### NEW QUESTION 3

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

- A. True
- B. False

**Answer:** B

#### Explanation:

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

? The Sprint Review is an informal meeting, not a status meeting, and the presentation of the Increment is intended to elicit feedback and foster collaboration. The stakeholders are invited to attend the Sprint Review as observers, participants, or customers, and they can share their opinions, ideas, or requests regarding the product and its features, functionality, quality, value, etc.

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

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

References:

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

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

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

### NEW QUESTION 4

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 5**

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 6**

Who is on the Scrum Team? (choose all that apply)

- A. Scrum Master.
- B. Product Owner.
- C. Developers.
- D. Project Manager.
- E. None of the above.

**Answer:** ABC

**Explanation:**

The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for creating and communicating a vision, ordering the Product Backlog, and ensuring that the best possible job is done to delight customers. The Developers are the people in the Scrum Team that are committed to delivering a “Done” Increment that meets the Definition of Done and the Sprint Goal. They are responsible for managing and organizing their work within the Sprint, collaborating with the Product Owner and the Scrum Master, and applying their skills and creativity to create a product that delivers value to the stakeholders and customers. A Project Manager is not a role in the Scrum Team, as Scrum does not recognize titles for Developers, regardless of the work being performed by the person. There is no need for a Project Manager, as the Scrum Team is self-managing and accountable for delivering value.

References:

? The Scrum Guide

? The Scrum Team

? Professional Scrum Product Owner™ I Certification

**NEW QUESTION 7**

Who determines how many Product Backlog items the Developers select for a Sprint? (choose the best answer)

- A. The Scrum Team

- B. The Developers.
- C. The Product Owner.
- D. The Scrum Master.
- E. The stakeholders attending Sprint Planning.

**Answer:** B

**Explanation:**

The Developers are the ones who determine how many Product Backlog items they select for a Sprint. The Developers are self-managing and decide how much work they can do in a 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, the Scrum Master, and the stakeholders do not have the authority to tell the Developers how many Product Backlog items they should select, as this would violate the principle of self-management<sup>[3][3]</sup>.

References:

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

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

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

**NEW QUESTION 8**

The Product Owner is the person who will be held accountable if a product does not achieve its goals or deliver value. Does this mean that the Product Owner has final say over the Definition of Done?

(choose the best answer)

- A. Yes, the Product Owner decides the Definition of Don
- B. The Developers may be consulted.
- C. No, the Scrum Team decides the Definition of Done, if it is not a standard of the organizatio
- D. The Product Owner is just one member of the Scrum Team.

**Answer:** B

**Explanation:**

The Definition of Done is a shared understanding of what it means for work to be complete, and to ensure transparency. The Scrum Guide states that "The Developers are required to conform to the Definition of Done, as defined by the Scrum Team. If there are multiple Scrum Teams working together on a product, they must mutually define and comply with the same Definition of Done."<sup>1</sup> This means that the Product Owner does not have the final say over the Definition of Done, but rather collaborates with the Developers and the Scrum Master to agree on the quality standards and expectations for the product. References:

? 1: The Scrum Guide<sup>2</sup>, page 14

? 2: The Scrum Guide

**NEW QUESTION 9**

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 10**

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

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

**Answer:** AB

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the Developers are responsible for selecting the amount of work they can do in a Sprint, based on their capacity and past performance<sup>2</sup>. If they realize that the workload may be greater than their capacity, they can either remove or change some of the selected Product Backlog items, or they can start the Sprint and monitor the progress, making adjustments as needed<sup>3</sup>. Recruiting additional Developers, canceling the Sprint, or working overtime are not valid actions, as they would disrupt the Scrum values of commitment, focus, and respect



#### NEW QUESTION 10

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 14

Your management has asked you to take the lead in the development of a new product. Six teams new to Scrum will build this product.

You have gathered a number of requirements and ideas into an early form of a Product Backlog. How would you minimize dependencies between the Scrum Teams?

(choose the best answer)

- A. You create an independent Product Backlog per Scrum Team.
- B. You divide Product Backlog items among the six Product Owners.
- C. You identify the dependencies and re-order the Product Backlog for the other five Product Owners.
- D. You work with the Developers on how to best analyze and break apart the work.
- E. You raise this as an impediment with the Scrum Master.

**Answer:** D

#### Explanation:

The best way to minimize dependencies between the Scrum Teams is to work with the Developers on how to best analyze and break apart the work. 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 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 are cross-functional, meaning they have all the skills and competencies needed to accomplish the work without depending on others who are not part of the team.

? 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.

? 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.

? When there are multiple teams working on one product, it is important to minimize dependencies between them to avoid delays, conflicts, or waste.

Dependencies may arise due to technical, functional, or organizational factors that affect how the teams can deliver value independently and effectively.

? To minimize dependencies, the Product Owner should work with the Developers on how to best analyze and break apart the work into smaller and more manageable pieces that can be delivered by each team without relying on others. This may involve applying techniques such as feature slicing, component splitting, or domain-driven design. The Product Owner should also communicate and coordinate with other Product Owners and stakeholders to align expectations and priorities across teams.

Other options, such as creating an independent Product Backlog per Scrum Team, dividing Product Backlog items among six Product Owners, identifying the dependencies and re- ordering the Product Backlog for the other five Product Owners, or raising this as an impediment with the Scrum Master, are not valid answers as they do not reflect how to minimize dependencies between the Scrum Teams or how to apply the Scrum values and principles.

References:

? [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”

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

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

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

#### NEW QUESTION 19

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

- A. The Scrum Master.
- B. The Scrum Team.
- C. Team manager.

- D. The Developers
- E. Subject matter experts.

**Answer:** D

**Explanation:**

The Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for organizing and managing their work. Only the Developers can decide how to perform the work during the 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<sup>2</sup>. The Developers also inspect their progress toward the Sprint Goal and adapt their plan during the Daily Scrum<sup>1</sup>. The Developers are self-managing, which means they decide internally who does what, when, and how<sup>1</sup>. The Scrum Master, the Product Owner, the team manager, and the subject matter experts are not involved in determining how the work is performed during the Sprint. They may provide guidance, feedback, or support, but they do not interfere with the Developers' autonomy and accountability<sup>134</sup>. References:

? Scrum Guide

? What is a Developer?

? Who Determines How Work Is Performed During The Sprint?

? What is Sprint Planning?

**NEW QUESTION 24**

Who is accountable for managing the progress of work during a Sprint? (choose the best answer)

- A. The Developers.
- B. The most junior member of the team.
- C. The Scrum Master.
- D. The Product Owner.

**Answer:** A

**Explanation:**

The Developers are accountable for managing the progress of work during a Sprint, as they are the ones who plan, execute, and deliver the work. 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> The Developers are also responsible for conducting the Daily Scrum, a 15-minute event for the Developers to synchronize activities and create a plan for the next 24 hours.<sup>1</sup> The Developers are self-managing, which means 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 7

? 2: The Scrum Guide

**NEW QUESTION 29**

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 33**

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

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

**Answer:** D

**Explanation:**

A Sprint is a time-boxed period when a Scrum Team works to complete a set amount of work that delivers value to the 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 34

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 39

During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?  
(choose the best answer)

- A. During the Daily Scrum after the Developers approve it.
- B. When the Scrum Master has time to enter it.
- C. When the Product Owner identifies new work.
- D. As soon as possible after it is identified.

**Answer:** D

#### Explanation:

New work or further decomposition of work is added to the Sprint Backlog as soon as possible after it is identified because:

? It reflects the current state of the Sprint. The Sprint Backlog is a plan that the Developers create and update throughout the Sprint, based on their progress, learnings, and changes. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can ensure that the Sprint Backlog is transparent, accurate, and up-to-date.

? It enables the Developers to self-manage their work. The Developers are accountable for organizing and managing their own work, and they have the authority to change the Sprint Backlog as needed. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can exercise their autonomy and empowerment, and adjust their plan accordingly.

? It supports the achievement of the Sprint Goal. The Sprint Goal is a single objective that provides guidance and focus for the Developers throughout the Sprint. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can ensure that their work is aligned with and contributes to the Sprint Goal.

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 10: "The Sprint Goal is a single objective for the Sprint."

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

? Scrum Guide 2020, page 14: "The Sprint Backlog is composed of ... all of the work needed to deliver a product Increment that meets the Definition of Done."

? Scrum Guide 2020, page 14: "The Developers can change the content of the Sprint Backlog throughout the Sprint as more is learned."

#### NEW QUESTION 44

What are two effective ways for the Scrum Team to make non-functional requirements visible?  
(choose the best two answers)

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

**Answer:** AC

#### Explanation:

Non-functional requirements are the criteria that define the quality, performance, security, usability, and other aspects of a product<sup>1</sup>. They are often implicit or assumed, but they are important to make visible and explicit, as they affect the value and satisfaction of the product<sup>2</sup>. One effective way to make non-functional requirements visible is to add them to the Product Backlog, which is an ordered list of everything that is known to be needed in the product<sup>3</sup>[3]. By adding non-functional requirements to the Product Backlog, the Product Owner and the Developers can prioritize, refine, and estimate them, and make them transparent to the stakeholders<sup>4</sup>. Another effective way to make non-functional requirements visible is to add them to the Definition of Done, which is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done<sup>5</sup>. By adding non-functional requirements to the Definition of Done, the Developers can ensure that every Product Backlog item and Increment meets the expected quality standards, and that the work is taken care of every Sprint.

References:

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

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

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

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

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

#### NEW QUESTION 49

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 50**

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 55**

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

- A. True
- B. False

**Answer:** B

**Explanation:**

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

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

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

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

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

References:

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

? Nexus: [1]

? LeSS: [2]

? SAFe: [3]

? Scrum of Scrums: [4]

**NEW QUESTION 56**

True or False: The Product Owner should have the entire Product Backlog documented in detail before the first Sprint can start?



- A. True
- B. False

**Answer: B**

**Explanation:**

The Product Owner should not have the entire Product Backlog documented in detail before the first Sprint can start. This is because:

? The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is never complete and constantly changes to reflect the needs and desires of the customers, users, and stakeholders.

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

? The Product Owner collaborates with the Developers and the stakeholders to refine the Product Backlog as needed to ensure that there are enough items that are sufficiently clear and ready for selection in Sprint Planning. The amount of detail and precision required for each Product Backlog item depends on its order, size, and complexity.

? The Product Owner does not need to have the entire Product Backlog documented in detail before the first Sprint can start, as this would imply a fixed and upfront plan that does not allow for feedback, learning, and adaptation. Instead, the Product Owner only needs to have enough items that are well understood and valuable for the Scrum Team to start working on them in the first Sprint.

References:

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

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

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

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

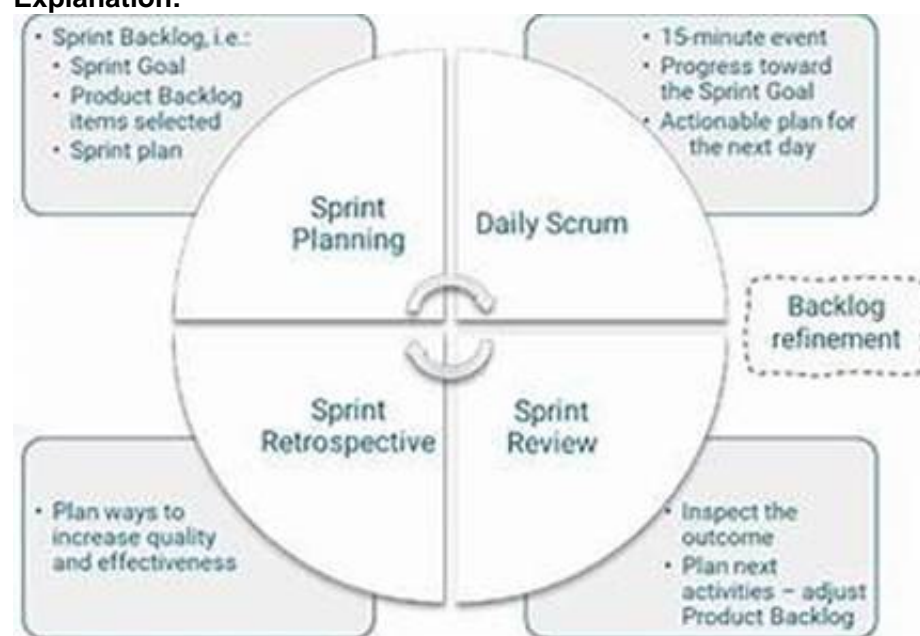
**NEW QUESTION 61**

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 65**

True or False: A Product Owner is essentially the same thing as a traditional Project Manager.

- A. True
- B. False

**Answer: B**

**Explanation:**

? A Product Owner is not the same thing as a traditional Project Manager. A Product Owner is a role in Scrum, a framework for developing, delivering, and sustaining complex products. A Project Manager is a role in traditional project management, a discipline for planning, executing, and controlling projects.

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

? A Project Manager is accountable for delivering the project within the predefined scope, time, and cost constraints. The Project Manager is responsible for defining and managing the project plan, resources, risks, issues, and dependencies. The Project Manager coordinates and controls the activities of the project team and the stakeholders and ensures that the project meets the quality standards and expectations.

? Some of the main differences between a Product Owner and a Project Manager are:

Product Owner	Project Manager
Focuses on <b>value</b> delivery	Focuses on <b>plan</b> delivery
Empowers and collaborates with the <b>Scrum Team</b>	Directs and monitors the <b>project team</b>
Adapts to <b>emerging requirements</b>	Follows <b>fixed requirements</b>
Orders items by <b>value and priority</b>	Schedules tasks by <b>dependencies and milestones</b>
Inspects and adapts based on <b>feedback and data</b>	Reports and controls based on <b>status and variance</b>

References:

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

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

? Project Manager: <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

#### NEW QUESTION 69

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

A. True

B. False

**Answer:** A

#### Explanation:

The Scrum Team is accountable for creating a valuable increment every Sprint. The Increment is the sum of all Product Backlog items Done during a Sprint and the value of all the previous Increments. The entire Scrum Team is accountable for creating a valuable and useful Increment every Sprint<sup>1</sup>. The Product Owner is responsible for maximizing the value of the product resulting from the work of the Scrum Team<sup>1</sup>. The Developers are responsible for creating a Done Increment that meets the Sprint Goal<sup>1</sup>. The Scrum Master is responsible for establishing Scrum as defined in the Scrum Guide and helping everyone understand Scrum theory, practices, rules, and values<sup>1</sup>. References:

? Scrum Guide

? What is an Increment and how Does it Connect with the other Elements of Scrum?

? The Professional Product Owner

#### NEW QUESTION 70

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 74

The "cone of uncertainty" can be used to do what?

(choose the best answer)

A. Determine whether to cut quality, similar to the "Iron Triangle" of project management.

B. Determine the cost of a project before it begins.

C. Illustrate that as a project forecast lengthens, it is increasingly less certain.

D. Determine the length of the next Sprint.

**Answer:** C

#### Explanation:

? The “cone of uncertainty” is a graphical representation of the degree of uncertainty in a project estimate over time. It shows that the range of possible outcomes is wider at the beginning of the project and narrows down as the project progresses and more information becomes available.

? The “cone of uncertainty” can be used to illustrate that as a project forecast lengthens, it is increasingly less certain. This means that the longer the time horizon for a project, the more variability and risk there is in the estimate. This also implies that shorter iterations and frequent feedback can help reduce uncertainty and improve accuracy.

? The “cone of uncertainty” cannot be used to determine whether to cut quality, similar to the “Iron Triangle” of project management. The “Iron Triangle” is a model that shows the trade-offs between scope, time, and cost in a project. Quality is often considered as a fourth dimension that is affected by these three factors. Cutting quality is not a desirable option for any project, especially for Scrum projects that value delivering high-quality products that meet customer needs.

? The “cone of uncertainty” cannot be used to determine the cost of a project before it begins. The cost of a project depends on many factors, such as the scope, the resources, the complexity, the risks, and the market conditions. The “cone of uncertainty” only shows the range of possible outcomes based on the available information at a given point in time. It does not provide a definitive or accurate estimate of the cost before the project starts.

? The “cone of uncertainty” cannot be used to determine the length of the next Sprint. The length of the next Sprint is determined by the Scrum Team based on their empirical experience and their ability to deliver a potentially releasable Increment of value. The “cone of uncertainty” does not provide any guidance on how long a Sprint should be or how much work can be done in a Sprint.

References:

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

? Cone of Uncertainty: <https://www.agilealliance.org/glossary/cone-of-uncertainty/>

#### NEW QUESTION 75

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

- A. True
- B. False

**Answer:** A

**Explanation:**

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

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

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

Stakeholder feedback can help the Scrum Team to:

References:

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

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

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

**NEW QUESTION 76**

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 80**

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 84**

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 86**

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 87**

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>[3]. 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 89**

During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate? (choose the best answer)

- A. The Scrum Team may add the items to the Sprint Backlog for the next Sprint.
- B. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
- C. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
- D. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

**Answer:** A

**Explanation:**

The Scrum Guide states that "By the end of the Sprint Retrospective, the Scrum Team should have identified improvements that it will implement in the next Sprint. Implementing these improvements in the next Sprint is the adaptation to the inspection of the Scrum Team itself."<sup>1</sup> This means that the Scrum Team may add the high priority process improvements to the Sprint Backlog for the next Sprint, as part of their plan to deliver the Increment and achieve the Sprint Goal. The Sprint Backlog is owned and managed by the Developers, who can update it throughout the Sprint as more is learned.<sup>1</sup> References:

- ? 1: The Scrum Guide<sup>2</sup>, page 16
- ? 2: The Scrum Guide

**NEW QUESTION 93**

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 94**

Who starts the Daily Scrum? (choose the best answer)

- A. The Scrum Maste
- B. This ensures that the Developers have the event, and it stays within the timebox.
- C. The person coming in las
- D. This encourages people to be on time and helps to stay within the timebox.
- E. The Product Owner.
- F. Whoever the Developers decide should start.
- G. The person who has the token.

**Answer:** D

**Explanation:**

The Daily Scrum is an event for and by the Developers. They can choose whatever structure and technique they want, as long as they focus on the progress toward the Sprint Goal and produce an actionable plan for the next day of work<sup>12</sup>. The Scrum Master, the Product Owner, and the person coming in last are not necessarily the ones who should start the Daily Scrum. The person who has the token is a possible technique, but not the only one<sup>3</sup>.

**NEW QUESTION 97**

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 101**

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 104

Which metrics will help a Product Owner determine if a product is delivering value? (choose the best two answers)

- A. Customer satisfaction.
- B. Productivity.
- C. Velocity.
- D. Time to market.
- E. Percentage of scope implemented.

**Answer:** AD

#### Explanation:

The metrics that will help a Product Owner determine if a product is delivering value are customer satisfaction and time to market. This is because:

? Customer satisfaction is a measure of how well the product meets the needs and expectations of the customers<sup>5</sup>. It reflects the value proposition of the product and the feedback from the users.

? Time to market is a measure of how quickly the product can be delivered to the market. It reflects the agility and responsiveness of the Scrum Team and the ability to deliver value early and often.

Other metrics, such as productivity, velocity, and percentage of scope implemented, are not directly related to value delivery. They may indicate how efficiently or effectively the Scrum Team is working, but they do not necessarily reflect how valuable or desirable the product is for the customers or stakeholders.

References:

? Professional Scrum Product Owner™ Training, page 5, section “Product Value”

? Professional Scrum Product Owner™ Training, page 6, section “Product Vision”

? Professional Scrum Product Owner™ Training, page 7, section “Product Backlog Management”

? Professional Scrum Product Owner™ Training, page 8, section “Release Management”

? Professional Scrum Product Owner™ Training, page 9, section “Business Strategy”

? Professional Scrum Product Owner™ Training, page 10, section “Stakeholders & Customers”

#### NEW QUESTION 105

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

- A. One Lead Developer and no more than 8 other members.
- B. The competencies and skills needed to deliver an Increment in a Sprint.
- C. At least one representative from each major department, such as, Quality Assurance, Development, and Marketing.

**Answer:** B

#### Explanation:

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

References:

? Professional Scrum Product Owner™ I Certification

? Professional Scrum Product Owner™ Training

#### NEW QUESTION 110

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 111

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