



# Scrum

## Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

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### 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

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 3

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

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

**Answer:** C

#### **Explanation:**

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

### NEW QUESTION 4

As the Developers start work during the Sprint, they realize they have selected too much work to finish in the Sprint. What should they do? (choose the best answer)

- A. Find another Scrum Team to give the excess work to.
- B. As soon as possible in the Sprint, work with the Product Owner to remove some work or Product Backlog items.
- C. Inform the Product Owner at the Sprint Review, but prior to the demonstration.
- D. Reduce the Definition of Done and get all of the Product Backlog items done by the new definition.

**Answer:** B

#### **Explanation:**

This is the best answer because it respects the Scrum values of openness, commitment, and focus. The Developers should be transparent about their progress and collaborate with the Product Owner to adjust the Sprint scope accordingly. The Product Owner is responsible for maximizing the value of the product and the work of the Developers, so he or she should be involved in any decisions that affect the Sprint Goal and the Product Backlog. References:

? Scrum Guide, page 10: "If the work turns out to be different than the Developers expected, they collaborate with the Product Owner to negotiate the scope of Sprint Backlog within the Sprint."

? Scrum Guide, page 11: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."

#### NEW QUESTION 5

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 6

True or False: A Scrum Master fulfills the same role as a traditional Project Manager.

- A. True
- B. False

**Answer: B**

#### Explanation:

A Scrum Master does not fulfill the same role as a traditional Project Manager. A Project Manager is typically responsible for planning, executing, monitoring, controlling, and closing a project, as well as managing the scope, schedule, budget, quality, risks, and stakeholders of the project<sup>1</sup>. A Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices, and removes impediments to the team's progress<sup>2</sup>. A Scrum Master does not manage the project, the scope, the schedule, the budget, or the team, as these are either shared responsibilities or emergent outcomes of the Scrum framework<sup>[3][3]</sup>. A Scrum Master also does not have authority over the team or the stakeholders, but rather facilitates collaboration and empowerment among them<sup>4</sup>.

References:

1: What is Project Management?, Project Management Institute, accessed on December 16, 2023

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

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

4: Developing People and Teams, Scrum.org, accessed on December 16, 2023

#### NEW QUESTION 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

What does it mean to say that an event has a timebox? (choose the best answer)

- A. The event can take no more than a maximum amount of time.
- B. The event must take at least a minimum amount of time.
- C. The event must happen by a given time.
- D. The event must happen at a set time.

**Answer:** A

#### Explanation:

To say that an event has a timebox means that the event has a fixed duration that cannot be exceeded. The Scrum Guide states that "All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process."<sup>1</sup> This means that the timebox sets an upper limit for the event, but the event can end sooner if the goal is met.

References:

- ? 1: The Scrum Guide<sup>2</sup>, page 10
- ? 2: The Scrum Guide

#### NEW QUESTION 9

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

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

**Answer:** C

#### Explanation:

The Developers are accountable for creating a valuable and usable Increment each Sprint. They are the people in the Scrum Team who are committed to delivering a “Done” Increment that meets the Definition of Done and the Sprint Goal. They are responsible for managing and organizing their work within the Sprint, collaborating with the Product Owner and the Scrum Master, and applying their skills and creativity to create a product that delivers value to the stakeholders and customers.

References:

- ? The Scrum Guide
- ? The Developers
- ? Understanding and Applying the Scrum Framework

#### NEW QUESTION 10

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

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

**Answer:** A

#### Explanation:

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

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

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

References:

- ? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>
- ? Customer Satisfaction: <https://www.agilealliance.org/glossary/customer-satisfaction/>

#### NEW QUESTION 10

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

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



**Answer:** D

**Explanation:**

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

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

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

References:

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

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

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

**NEW QUESTION 15**

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 16**

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

- A. Coach the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly.
- B. Refocus the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment.
- C. Encourage the Product Owner to accept partially done Increments until the situation improves.
- D. Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances.
- E. Declare the Scrum Team not ready for Scrum.

**Answer:** AD

**Explanation:**



Scrum Explore

The correct answers are A and D.

\* A. Coach the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly. This is an appropriate action for a Scrum Master, as it helps the Scrum Team to overcome the impediments that prevent them from delivering a potentially releasable Increment. The Definition of Done should reflect the current reality of the Scrum Team, but also be a source of continuous improvement<sup>12</sup>.

\* D. Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances. This is also an appropriate action for a Scrum Master, as it ensures that the Scrum Team has a clear and shared understanding of what it means to complete a Product Backlog item. The Definition of Done should be realistic and achievable, but also challenging and ambitious<sup>12</sup>.

- \* B. Refocus the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment. This is not an appropriate action for a Scrum Master, as it violates the purpose of the Sprint, which is to deliver a valuable product Increment that meets the Sprint Goal. The Scrum Team should not change the Sprint Goal or scope during the Sprint, unless the Product Owner decides to cancel the Sprint<sup>3</sup>.
- \* C. Encourage the Product Owner to accept partially done Increments until the situation improves. This is not an appropriate action for a Scrum Master, as it compromises the quality and value of the product. The Product Owner should only accept Increments that meet the Definition of Done and the acceptance criteria. Partially done Increments increase technical debt and risk, and reduce transparency and feedback<sup>12</sup>.
- \* E. Declare the Scrum Team not ready for Scrum. This is not an appropriate action for a Scrum Master, as it undermines the Scrum values and principles. The Scrum Master should support the Scrum Team in adopting and applying Scrum, regardless of the challenges and constraints they face. The Scrum Master should foster a culture of empiricism, self-organization, collaboration, and continuous improvement.

#### NEW QUESTION 17

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

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

**Answer:** B

#### Explanation:

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

References:

? Professional Scrum Product Owner™ I Certification

? [The Scrum Guide]

? [The Product Owner]

#### NEW QUESTION 18

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 20

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 21

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

- A. Determine the composition of the Scrum Team to meet the release plan.
- B. There is no such thing as Sprint 0.

- C. Create the overall release plan to ensure that organizational goals are met.
- D. Make sure enough Product Backlog items are refined to fill the first 3 Sprints.
- E. Gathering, eliciting, and analyzing the requirements to build the Product Backlog.

**Answer:** B

**Explanation:**

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

References:

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

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

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

**NEW QUESTION 26**

True or False: All planned work for the Product done by the Scrum Team must originate from the Product Backlog.

- A. True
- B. False

**Answer:** A

**Explanation:**

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

? The Product Owner is accountable 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.

? All planned work for the Product done by the Scrum Team must originate from the Product Backlog. The Scrum Team does not work on anything that is not in the Product Backlog. The Scrum Team does not add or remove anything from the Product Backlog without consulting with the Product Owner. The Scrum Team does not accept or implement any requests or changes that are not in the Product Backlog. The Scrum Team does not create any other artifacts or documents that are not derived from or related to the Product Backlog.

References:

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

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

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

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

**NEW QUESTION 30**

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

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

**Answer:** A

**Explanation:**

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

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

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

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

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

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

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

References:

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

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

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

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

**NEW QUESTION 31**

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

- A. True
- B. False



**Answer:** A

**Explanation:**

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

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

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

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

References:

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

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

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

**NEW QUESTION 34**

When should the Product Owner update the project plan? (choose the best answer)

- A. Before the Sprint Planning to know how much work will have to be done in the Sprint.
- B. The Product Backlog is the plan in Scrum.
- C. It is updated as new information and insights emerge.
- D. After the Daily Scrum to ensure an accurate daily overview of project progress.
- E. The project plan must be updated prior to the Sprint Retrospective.

**Answer:** B

**Explanation:**

The Product Owner is responsible for managing and refining the Product Backlog, which is the single source of truth for the plan of the product development. The Product Backlog is a living artifact that changes as the product and the market evolve. The Product Owner updates the Product Backlog continuously based on feedback, learning, and stakeholder needs. There is no separate project plan document in Scrum.

References:

? [Scrum Guide], section 3.1: “The Product Backlog is an emergent, ordered list of what is needed to improve the product.”

? [Professional Scrum Product Owner], chapter 5: “The Product Backlog represents everything necessary to develop and launch a successful product.”

? [What is a Product Backlog?]: “The Product Backlog is a list of all things that need to be done within the project.”

**NEW QUESTION 35**

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 36**

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><sup>3</sup>. 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 38

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 41

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

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

**Answer:** CDE

#### Explanation:

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

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

? It helps avoid barriers to effective communication and rapid decision-making. The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it. They must also collaborate with the Developers and the stakeholders to refine, order, and prioritize the Product Backlog items based on value and impact.

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

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

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

References:

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

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

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

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

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

### NEW QUESTION 44

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

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

**Answer:** A

**Explanation:**

The Developers are the ones who are accountable for tracking the remaining work toward the Sprint Goal. The Developers are self-managing and decide how much work they can do in a Sprint<sup>1</sup>. They also create and update the Sprint Backlog, which is the plan for how the Developers will achieve the Sprint Goal, and the single source of truth for the work to be done in the Sprint<sup>2</sup>. The Developers use the Daily Scrum to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary<sup>3</sup>[3]. The Product Owner, the Scrum Master, and the Project Manager (if any) do not have the accountability for tracking the remaining work toward the Sprint Goal, as this is the responsibility of the Developers. References:

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

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

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

**NEW QUESTION 49**

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

A. Just enough to understand design and architectural implications.

B. Enough so the Developers can create their forecast of what work they can do.

C. The entire Sprint Backlog must be identified and estimated by the end of Sprint Planning.D.Just enough tasks for the Scrum Master to be confident in the Developers' understanding of the Sprint.

**Answer:** B

**Explanation:**

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

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

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

? The Developers are accountable for creating a Sprint forecast, which is a selection of Product Backlog items that they intend to work on during the Sprint. The Sprint forecast should be realistic, achievable, and valuable.

? The Developers are also accountable for creating a plan for how they will deliver the selected Product Backlog items as a “Done” Increment. The plan may include tasks, dependencies, risks, estimates, or other information that helps them organize and manage their work.

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

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

References:

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

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

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

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

**NEW QUESTION 52**

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 53**

Who can cancel a Sprint? (choose the best answer)

A. The Scrum Team.

B. The Scrum Master

C. The Product Owner.

D. The Stakeholders.

**Answer:** C

**Explanation:**

The Product Owner is the sole person responsible for managing the Product Backlog and ensuring that the value of the work the Scrum Team performs is understood by everyone involved. The Product Owner is the only person who can cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master<sup>1</sup>. A Sprint can be cancelled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master. A Sprint would be cancelled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be cancelled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense<sup>1</sup>.

References:

? Scrum Guide



- ? Sprint Cancellation
- ? Can Scrum Master cancel a sprint?

#### NEW QUESTION 54

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

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

**Answer:** AB

#### Explanation:

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

? Promote transparency by sharing the Product Backlog and ensuring the Project Manager has access. This helps communicate what is needed to improve the product, what is planned for each Sprint, and what has been done so far. It also helps align expectations and priorities among different stakeholders.  
? Have a discussion with the Project Manager; share the current impediments and forecast for the Sprint. This helps address any issues or risks that may affect the delivery of value and the achievement of the Sprint Goal. It also helps provide feedback and adaptation based on the empirical evidence and data.  
Other options, such as showing the Earned Value Analysis (EVA) report, Scrum does not have Project Managers so disregard their concerns, or sharing the last stakeholder briefing document prepared by the Product Owner, are not the best responses as they do not reflect how to effectively collaborate and communicate with the Project Manager or how to apply the Scrum values and principles.

References:

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

#### NEW QUESTION 57

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

- A. True
- B. False

**Answer:** B

#### Explanation:

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

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

References:

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

#### NEW QUESTION 60

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

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

**Answer:** E

#### Explanation:

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

References:

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

#### NEW QUESTION 61

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>12</sup>. It can be valuable, but it's not a must<sup>12</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 64**

What happens if the Scrum Team cannot complete its work by the end of the Sprint? (choose the best answer)

- A. The Sprint length is unchanged and the Scrum Team continuously learns and adapts.
- B. The Sprint is extended and future Sprints use this new duration.
- C. The Sprint is extended temporarily
- D. Lessons are taken to ensure it does not happen again.

**Answer:** A

**Explanation:**

If the Scrum Team cannot complete its work by the end of the Sprint, the Sprint does not get extended. Instead, the unfinished Sprint Backlog Items go back to the Product Backlog and can be addressed in the following Sprint<sup>12</sup>. This approach allows the team to get better at estimating and reduces complexity due to the consistency of the Scrum Events<sup>2</sup>. The Scrum Team continuously learns and adapts<sup>12</sup>.

**NEW QUESTION 66**

Scrum is based on empiricism. All of its artifacts must be transparent to ensure sufficient accuracy of inspection. How can the Scrum Team maintain the Product Backlog to maximize its transparency? (choose the best answer)

- A. The Product Backlog is only updated at the Sprint Review, when both the Scrum Team and the stakeholders are available.
- B. Product Backlog items should hold no more than 8 points of work, which is the average in the range of acceptable sizes of 1, 2, 3, 5, 8, and 13.
- C. Product Backlog items must be sized such that the highest ordered items are no bigger than a Sprint.
- D. The Product Backlog is only updated at a release planning meeting with the stakeholders and the change control board present.
- E. The Product Backlog is continually kept up to date with the most recent insights.

**Answer:** E

**Explanation:**

The Scrum Team can maintain the Product Backlog to maximize its transparency by continually keeping it up to date with the most recent insights because:

? It reflects the current state of the product and the work. The Product Backlog is a dynamic and emergent artifact that represents all the possible features, functions, requirements, enhancements, and fixes that constitute changes to the product. By updating it frequently, the Scrum Team can ensure that the Product Backlog is accurate, complete, and relevant.

? It enables the Product Owner to optimize the value of the product and the work of the Scrum Team. The Product Owner is accountable for effective Product Backlog management, which includes ordering, refining, and communicating the Product Backlog items. By updating it frequently, the Product Owner can incorporate new learnings, feedback, opportunities, and changes into the product decisions and priorities.

? It supports the inspection and adaptation of the Scrum Team and the stakeholders.

The Product Backlog is a source of information and transparency for everyone involved in the product development. By updating it frequently, the Scrum Team and the stakeholders can inspect the progress and outcomes of each Sprint, and adapt their plans and actions accordingly.

References:

? Scrum Guide 2020, page 10: "The Product Backlog is an emergent, ordered list of what is needed to improve the product."

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

? Scrum Guide 2020, page 11: "The ordering of the items in the Product Backlog is the sole responsibility of the Product Owner. They order Product Backlog items to best achieve goals and missions."

? Scrum Guide 2020, page 11: "Higher ordered Product Backlog items are clearer and more refined than lower ordered ones."

? 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 70**

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

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

**Answer:** BC

**Explanation:**

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

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

? Having multiple Product Backlogs for one product would create confusion, duplication, inconsistency, and waste. It would also make it harder to align the Scrum

Teams and the stakeholders on the same product direction and priorities. Therefore, each Scrum Team should not have a separate Product Backlog.

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

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

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

References:

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

? Nexus: <https://www.scrum.org/resources/what-is-nexus>

? LeSS: <https://less.works/>

? SAFe: <https://www.scaledagileframework.com/>

? Scrum of Scrums: <https://www.agilealliance.org/glossary/scrum-of-scrums/>

### NEW QUESTION 73

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

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

**Answer: B**

### NEW QUESTION 75

How often should Scrum Team membership change? (choose the best answer)

- A. Every Sprint to promote shared learning.
- B. As needed, with no special allowance for changes in productivity.
- C. Never, it reduces productivity.
- D. As needed, while taking into account a short-term reduction in productivity.

**Answer: D**

#### Explanation:

The Scrum Team membership should change as needed, but not too frequently, as it may affect the team's ability to deliver value and maintain a high level of collaboration and self- organization. The Scrum Guide states that "Optimal Development Team size is small enough to remain nimble and large enough to complete significant work within a Sprint. Fewer than three Development Team members decrease interaction and results in smaller productivity gains. Having more than nine members requires too much coordination. Large Development Teams generate too much complexity for an empirical process to be useful."<sup>1</sup> Therefore, the Scrum Team should consider the impact of changing its membership on its productivity and performance, and balance the need for stability and flexibility.

References:

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

? 2: The Scrum Guide

### NEW QUESTION 80

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 84

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 89

What is the purpose of a Sprint Review? (choose the best answer)

- A. To build team spirit.
- B. To take time to judge the validity of the project.
- C. To inspect the product Increment with the stakeholders and collect feedback on next steps.
- D. To review the Scrum Team's activities and processes during the Sprint.

**Answer:** C

#### 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.

? The purpose of a Sprint Review is to inspect the product Increment with the stakeholders and collect feedback on next steps. The Sprint Review is a collaborative and interactive session where the Scrum Team and the stakeholders discuss what was done in the Sprint, what problems were encountered, what was learned, and what can be improved or changed. The Sprint Review also provides input for updating the Product Backlog to maximize value in future Sprints.

? The other options are not valid or relevant purposes of a Sprint Review. They are either too vague, unrelated, or incorrect. They are:

References:

? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>  
? Sprint Review: <https://www.scrum.org/resources/what-is-a-sprint-review>

#### NEW QUESTION 93

What are two effective ways for a Scrum Team to ensure security concerns are satisfied? (choose the best two answers)

- A. Add security concerns to the Definition of Done.
- B. Delegate the work to the security department.
- C. Have the Scrum Team create Product Backlog items for each concern.
- D. Add a Sprint to specifically resolve all security concerns.
- E. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.

**Answer:** AC

#### Explanation:

These are the best answers because they ensure that security concerns are addressed in a transparent and consistent way. By adding security criteria to the Definition of Done, the Scrum Team can make sure that every Increment meets a high standard of quality and security. By creating Product Backlog items for specific security concerns, the Scrum Team can prioritize and plan them in collaboration with the Product Owner and stakeholders. References:

? Scrum Guide, page 14: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product."

? Scrum Guide, page 15: "The Product Backlog is an emergent, ordered list of what is needed to improve the product."

#### NEW QUESTION 94

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## Relate Links

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