Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

NEW QUESTION 1
True or False: Product Owners must create clear and unambiguous acceptance criteria for each Product Backlog item before it may be selected in Sprint Planning.

A. True
B. False

Answer: B

Explanation:
It is not true that a Product Owner must create clear and unambiguous acceptance criteria for each Product Backlog item before it may be selected in Sprint Planning. This is because:
? Acceptance criteria are a set of conditions that a Product Backlog item must satisfy to be accepted by the Product Owner or the stakeholders. They are used to verify that the item meets the expected quality and value standards.
? Acceptance criteria are not mandatory or prescribed in Scrum. They are one of the possible techniques that a Product Owner may use to communicate their expectations and requirements to the Developers and the stakeholders. They are not part of the Scrum Guide or the Definition of Done.
? Acceptance criteria do not need to be created before Sprint Planning. They can be created or refined at any time during the product development process, as long as they are clear and agreed upon before the item is considered complete. They can also be changed or updated based on feedback or new insights.
? The only requirement for a Product Backlog item to be selected in Sprint Planning is that it is sufficiently clear and ready for selection. This means that it has enough detail and precision for the Developers to understand what they are supposed to build and why. It also means that it has been refined and ordered by the Product Owner based on value and impact.
References:
? [Scrum Guide], page 14, section "Sprint Planning"
? [Scrum Guide], page 12, section "Product Backlog Refinement"
? [Professional Scrum Product Owner™ Training], page 7, section "Product Backlog Management"

NEW QUESTION 2
You are the Scrum Master of a new, to be developed Product. Development is going to require 45 people. What is a good first question for you to suggest the group thinks about when forming into teams?
(choose the best answer)

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

Answer: D

Explanation:
When forming a Scrum team, it is important to ensure that the team has all the skills and knowledge necessary to deliver a working product12. The Scrum team should be cross-functional and self-managing, without relying on external experts or team leads34. Therefore, the question of how to make sure all teams have the right amount of expertise is a good first question to consider when forming into teams.

NEW QUESTION 3
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."1 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 Guide2, page 10
? 2: The Scrum Guide

NEW QUESTION 4
What is a Product Owner typically responsible for during a Sprint? (choose the best two answers)

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

Answer: BD

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

? A Sprint is a timebox of one month or less within which a "Done" product Increment is created. A Sprint consists of the Sprint Planning, Daily Scrums, the development work, the Sprint Review, and the Sprint Retrospective. A Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.
? During a Sprint, a Product Owner is typically responsible for:
? The other options are not valid or relevant responsibilities of a Product Owner during a Sprint. They are either too administrative, micromanaging, or unrelated to the product value delivery. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? Sprint: https://www.scrum.org/resources/what-is-a-sprint-in-scrum
? Stakeholders: https://www.agilealliance.org/glossary/stakeholders
? Daily Scrum: https://www.scrum.org/resources/what-is-a-daily-scrum

NEW QUESTION 5

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

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

Answer: A

Explanation:
The Scrum Master should allow the Developers to self-manage and determine for themselves what to do because:
? It respects the autonomy and empowerment of the Developers. The Developers are accountable for organizing and managing their own work, and they are the best people to decide how to conduct their Daily Scrum. The Scrum Master should not impose or dictate how the meeting should be set up or run, as that would undermine the self-organization and collaboration of the Developers.
? It supports the continuous improvement and adaptation of the Developers. The Developers are expected to inspect and adapt their process and practices, and to find ways to overcome any challenges or impediments they face. The Scrum Master should not solve the problems for them, but rather facilitate their problem-solving and learning abilities.
? It aligns with the role and responsibilities of the Scrum Master. The Scrum Master is responsible for promoting and supporting Scrum, and for helping everyone understand and enact Scrum theory, values, principles, and practices. The Scrum Master is not a manager or a leader of the Developers, but rather a servant-leader who enables them to work effectively.
References:
? Scrum Guide 2020, page 6: "Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint."
? Scrum Guide 2020, page 6: "The Developers are accountable for … organizing and managing their work."
? Scrum Guide 2020, page 12: "The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work. This creates focus and improves self-management."
? Scrum Guide 2020, page 13: "The Daily Scrum is an internal meeting for the Developers. If others are present, the Scrum Master ensures that they do not disrupt the meeting."
? Scrum Guide 2020, page 7: "The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization."

NEW QUESTION 6

What might indicate to a Product Owner that she needs to work more with the Scrum Team?
(choose the best answer)

A. The acceptance criteria do not appear to be complete.
B. She is not working full time with the Scrum team.
C. People leave the Scrum Team.
D. The Increment presented at the Sprint Review does not reflect what she thought she had asked for.

Answer: D

Explanation:
? One of the possible indicators that a Product Owner needs to work more with the Scrum Team is when the Increment presented at the Sprint Review does not reflect what she thought she had asked for. This means that there is a gap or a misunderstanding between the Product Owner and the Developers regarding the Product Backlog items, the acceptance criteria, the Definition of Done, or the product vision and goals.
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.
? The Sprint Review is an event that occurs at the end of each Sprint, where the Scrum Team and the stakeholders inspect the Increment and adapt the Product Backlog if needed. The Sprint Review is an opportunity for the Product Owner to validate that the Increment meets her expectations and delivers value to the customers and users. The Sprint Review is also an opportunity for the Developers to demonstrate their work and receive feedback from the Product Owner and the stakeholders.
? If the Increment presented at the Sprint Review does not reflect what the Product Owner thought she had asked for, it may indicate that there was insufficient or ineffective communication, collaboration, or alignment between the Product Owner and the Developers during the Sprint. This may result in wasted effort, rework, delays, or dissatisfaction for both parties. To avoid or resolve this situation, the Product Owner needs to work more with the Scrum Team by doing some of the following actions:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Sprint Review: https://www.scrum.org/resources/what-is-a-sprint-review
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner

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

NEW QUESTION 7
What typically happens if the Product Backlog is not sufficiently clear at Sprint Planning? (choose the best answer)

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

Answer: B

Explanation:
If the Product Backlog is not sufficiently clear at Sprint Planning, the Developers will find it difficult to create a Sprint forecast they are confident they can meet. This is because:
? Sprint Planning is an event where the Scrum Team plans for the upcoming Sprint.
The purpose of Sprint Planning is to align the entire Scrum Team around a common goal and a plan for delivering an Increment that meets that goal.
? The Developers are accountable for creating a Sprint forecast, which is a selection of Product Backlog items that they intend to work on during the Sprint. The Sprint forecast should be realistic, achievable, and valuable.
? The Product Owner is accountable for ensuring that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it. They must collaborate with the Developers and provide clarifications, feedback, and guidance on what items are most important and valuable for the product.
? If the Product Backlog is not sufficiently clear at Sprint Planning, it means that there are items that are not well defined, ordered, or estimated. This may make it hard for the Developers to understand what they are supposed to build and why. It may also make it hard for them to estimate how much work they can do or how long it will take them to do it. This may result in a poor or inaccurate Sprint forecast that may affect the quality or value of the Increment.
Other options, such as the Product Owner selecting the Sprint Goal for the Scrum Team so that work can begin, nothing in particular happening, the Scrum Master not allowing this to happen or looking for a new Scrum Master and re-starting the Sprint, or Sprint Planning being canceled so refinement can be done first, are not valid answers as they do not reflect what typically happens or what should happen in Scrum.
References:
? [Scrum Guide], page 14, section "Sprint Planning"
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 11, section "Product Backlog"

NEW QUESTION 8
The job of a Product Owner focuses on the following:
(choose the best two answers)

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

Answer: AD

Explanation:
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? The job of a Product Owner focuses on the following aspects:
? The other options are not valid or relevant aspects of a Product Owner's job. They are either too narrow, unrealistic, or unrelated to the product value delivery. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner
? User Stories: https://www.agilealliance.org/glossary/user-stories

NEW QUESTION 9
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 Sprint1. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers2. 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[3][3].
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 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 10
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."[1] 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[2], page 14
? 2: The Scrum Guide

NEW QUESTION 15
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 18
Who owns the Sprint Backlog? (choose the best answer)

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

Answer: D

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

NEW QUESTION 21
Scrum requires that the Product Owner must use which of the following items? (choose all that apply)

A. Burndown chart.
B. Feature burn-up.
C. Critical Path Analysis.
D. Project Gantt chart.
E. None of the above.

Answer: E

Explanation:
 Scrum does not require that the Product Owner must use any of the following items:
? Burndown chart: A burndown chart is a graphical representation of work left to do versus time. It can be used to track progress and forecast completion dates of projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to monitor and communicate product development.
? Feature burn-up: A feature burn-up chart is a graphical representation of features completed versus time. It can be used to track progress and forecast scope changes of projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to monitor and communicate product development.
? Critical Path Analysis: Critical Path Analysis is a project management technique that identifies the sequence of tasks that must be completed on time for a project or Sprint to finish on schedule. It can be used to plan, monitor, and control complex projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to manage product development.
? Project Gantt chart: A project Gantt chart is a graphical representation of tasks, dependencies, durations, and milestones of a project or Sprint. It can be used to plan, monitor, and control complex projects or Sprints. However, it is not mandatory or prescribed in Scrum. It is one of the possible techniques that a Product Owner may use to manage product development.
Therefore, the correct answer is none of the above.
References:
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 11, section "Product Backlog"
? [Professional Scrum Product Owner™ Training], page 8, section "Release Management"

NEW QUESTION 23
If Product Backlog refinement is needed, when is the ideal time for refinement to take place and
who should participate? (choose the best two answers)

A. The Scrum Team during the current Sprint, if they have been unable during preceding Sprints to define Product Backlog items with enough precision to begin work.
B. Business analysts in the organization should do this work for the Scrum Team 1- 2 Sprints ahead of the development Sprints.
C. The Product Owner must do this as essential work in Sprint O.
D. The Product Owner takes the time between the end of one Sprint and the start of the next Sprint to complete refinement.
E. The Scrum Team on an ongoing basis, defining Product Backlog items into smaller more precise items that are ready for selection.

Answer: AE

Explanation:
The ideal time for refinement to take place and who should participate are the Scrum Team during the current Sprint, if they have been unable during preceding Sprints to define Product Backlog items with enough precision to begin work, and the Scrum Team on an ongoing basis, defining Product Backlog items into smaller more precise items that are ready for selection. This is because:
? Product Backlog refinement is the act of adding detail, estimates, and order to Product Backlog items. It is an ongoing and collaborative process that involves the whole Scrum Team.
? The Scrum Team should refine the Product Backlog as needed to ensure that there are enough items that are sufficiently clear and ready for selection in Sprint Planning. The amount of time spent on refinement usually varies from one Scrum Team to another, but it is recommended not to exceed 10% of the capacity of the Developers.
? The Scrum Team may also use a Sprint to refine the Product Backlog if they have not been able to do so in previous Sprints. This may happen when the product is new or complex, or when there is a significant change in the product vision or direction. However, this should be an exception rather than a rule, as it may delay the delivery of value and feedback.
Other options, such as business analysts doing the refinement work for the Scrum Team, the Product Owner doing the refinement alone in Sprint 0 or between Sprints, or handing off the ownership of the Product Backlog to someone else, are not consistent with the principles and values of Scrum. They may lead to misunderstandings, misalignment, or loss of ownership and accountability.
References:
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 12, section "Product Backlog Refinement"
? [Professional Scrum Product Owner™ Training], page 7, section "Product Backlog Management"
? [Professional Scrum Product Owner™ Training], page 8, section "Release Management"
? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 24
True or False: The purpose of a Sprint is to produce a valuable, useful Increment.

A. True
B. False

Answer: A

Explanation:

The purpose of a Sprint is to produce a valuable, useful Increment that meets the Sprint Goal and the Definition of Done1. An Increment is a concrete step toward achieving the Product Goal and is the primary measure of progress in Scrum2. The Increment must be usable and potentially releasable, meaning that it meets the quality standards set by the Scrum Team and the stakeholders[3][3].
References:
1: The Scrum Guide, November 2020, p. 9
2: The Scrum Guide, November 2020, p. 6
[3][3]: The Scrum Guide, November 2020, p. 13

NEW QUESTION 25
Who does the work to make sure Product Backlog items conform to the Definition of Done? (choose the best answer)

A. The Product Owner.
B. The Quality Assurance Team.
C. The Scrum Team.
D. The Developers.
E. The Scrum Master.

Answer: D

Explanation:
The work to make sure Product Backlog items conform to the Definition of Done is done by the Developers. This is because:
? The Developers are accountable for creating a "Done" Increment in every Sprint.
They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.
? The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what "Done" means for any Product Backlog item that is selected for a Sprint.
? The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.
Other options, such as the Product Owner, the Quality Assurance Team, the Scrum Team, or the Scrum Master, are not responsible for making sure Product Backlog items conform to the Definition of Done. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a "Done" Increment.
References:
? [Scrum Guide], page 7, section "Developers"
? [Scrum Guide], page 10, section "Definition of Done"
? [Scrum Guide], page 7, section "The Scrum Team"

NEW QUESTION 29
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 analysis1. However, this term is not consistent with the Scrum framework, which does not prescribe any pre-Sprint activities or phases2. 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[3][3]. The Product Owner is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog4. 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 32
What three things might a Scrum Product Owner focus on to ensure the product delivers value?
(choose the best three answers)

A. How much of the functionality of the product is being used.
B. Direct customer feedback.
C. How quickly or easily the product can be absorbed and used by its customers.
D. Velocity is increasing over time.
E. Minimizing changes to project scope.

Answer: ABC

Explanation:
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.
? To ensure that the product delivers value, a Scrum Product Owner might focus on the following aspects:
? The other options are not valid or relevant aspects that a Scrum Product Owner might focus on to ensure that the product delivers value. They are either too narrow, unrealistic, or unrelated to the product value delivery. They are:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Owner: https://www.scrum.org/resources/what-is-a-product-owner

? Value: https://www.scrum.org/resources/blog/value-scrum-value
? Velocity: https://www.agilealliance.org/glossary/velocity

NEW QUESTION 33
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."1 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.1 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.1
References:
? 1: The Scrum Guide2, page 7
? 2: The Scrum Guide

NEW QUESTION 37
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 39
True or False: Scrum has a role called "Project Manager".

A. True
B. False

Answer: B

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

NEW QUESTION 43
What are the two responsibilities of testers in a Scrum Team? (choose the best two answers)

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

Answer: BD

Explanation:
? Scrum is a framework for developing, delivering, and sustaining complex products.
Scrum defines three roles: the Product Owner, the Scrum Master, and the Developers. Scrum does not have any other roles or titles, such as "tester", "analyst", "designer", or "architect".

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

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

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

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

References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum
? Quality: https://www.scrum.org/resources/blog/quality-scrum-value

NEW QUESTION 45
For the purpose of transparency, when does Scrum say a valuable and useful Increment must
be available?
(choose the best answer)

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

Answer: A

Explanation:
The Scrum Guide states that "The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be 'Done,' which means it must be in useable condition and meet the Scrum Team's definition of 'Done.'"1 This means that a valuable and useful Increment must be available at the end of every Sprint, regardless of the release frequency or the Product Owner's request. This ensures transparency, feedback, and continuous improvement.
References:
? 1: The Scrum Guide2, page 14
? 2: The Scrum Guide

NEW QUESTION 49
A Scrum Team has been working on a product for 9 Sprints. A new Product Owner who is new to Scrum joins the team and understands she is accountable for the Product Backlog.
However, she is unsure about the purpose of the Product Backlog. She has read that the Product Backlog
should be a list of all user features for the product. She goes to the Scrum Master asking where to put the other types of requirements that are going to be taken into account. Are all of the following types of requirements acceptable on a Product Backlog?
• Stability requirements
• Performance requirements
• Product Functionality
• Documentation
• Fixes
(choose the best answer)

A. Yes, they all belong on the Product Backlo
B. The Product Backlog is supposed to be the "single source of truth" for all the work for the product.
C. N
D. Product Backlog is a tool for the Product Owne
E. The Product Owner represents the users and stakeholder
F. Other types of requirements should be managedseparately by the Developer
G. They are not the Product Owner's concern.

Answer: A

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

? All types of requirements are acceptable on a Product Backlog, as long as they are aligned with the product vision and goals, and they are transparent, clear, and valuable. The Product Backlog can include stability requirements, performance requirements, product functionality, documentation, fixes, or any other aspects that contribute to the quality and usability of the product.

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

? The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand
and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations.
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Product Backlog: https://www.scrum.org/resources/what-is-a-product-backlog

NEW QUESTION 53
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 Scru
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 56
True or False: An Increment must be released to customers or users at the end of each Sprint.

A. True
B. False

Answer: B

Explanation:
? An Increment is a concrete stepping stone toward the product vision. It is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be "Done", which means it meets the Definition of Done and is usable.
? The Scrum Team decides when and how to release an Increment to customers or users. The Product Owner is responsible for maximizing the value of the product and the work of the Developers, and may decide to release an Increment at any time during or after a Sprint. The Developers are responsible for creating a potentially releasable Increment each Sprint, and may collaborate with the Product Owner and the stakeholders to determine the best way to deliver value.
? Releasing an Increment to customers or users is not mandatory at the end of each Sprint. The Scrum Team may choose to release an Increment more or less frequently, depending on the product goals, market conditions, customer feedback, or technical feasibility. However, releasing an Increment regularly can provide many benefits, such as:
References:
? Scrum Guide: https://www.scrumguides.org/scrum-guide.html
? Increment: https://www.scrum.org/resources/what-is-an-increment
? Releasing Value: https://www.scrum.org/resources/blog/releasing-value

NEW QUESTION 61
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 62
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 66
Which of the following are the Developers accountable for? (choose the best two answers)

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

Answer: AD

Explanation:
The Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for organizing and managing their work. Only the Developers can decide how to perform the work during the Sprint1. The Developers plan the work necessary to create an Increment that meets the Definition of Done during the Sprint Planning event. This is often done by decomposing Product Backlog items into smaller work items of one day or less. How this is done is at the sole discretion of the Developers. The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal1. The Developers are responsible for creating and maintaining the Sprint Backlog1. The Developers are not accountable for selecting the Product Owner, reporting productivity, or any other activities that are not related to creating a Done Increment that meets the Sprint Goal123. References:
? Scrum Guide
? What is a Developer?
? Who Determines How Work Is Performed During The Sprint?
? [What is Sprint Planning?]

NEW QUESTION 70
Five new Scrum Teams have been created to build one product. A few of the Developers on one of the Scrum Teams ask the Scrum Master how to coordinate their work with the other teams. What should the Scrum Master do?
(choose the best answer)

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

Answer: A

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

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

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

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

? D. Teaching the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much overlap during a Sprint is a suboptimal and inefficient way of coordination that does not leverage the collective intelligence and creativity of the teams. The Product Owner should not rely on a few individuals to order the Product Backlog, but collaborate with all the teams and stakeholders to maximize value delivery.
References:
? [Scrum Guide], section 2.2: "The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required."
? Scrum Of Scrums - Guide to Agile Scaling Frameworks - Agilest®: "The coordination of the various teams is done in a Scrum of Scrums meeting which can be held daily, twice a week, or at a minimum, once a week. Each Scrum team has its ScrumMaster or a designated team member attend the Scrum of Scrum meeting as its representative."

NEW QUESTION 72
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 Sprint1. 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 Sprint2. The Developers use the Daily Scrum to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary[3][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 73
True or False: When there are multiple teams working on one product, each Scrum Team should have a separate Product Owner.

A. True
B. False

Answer: B

Explanation:
 When there are multiple teams working on one product, each Scrum Team should not have a separate Product Owner. This is because:
? The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.
? The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it.
? Having multiple Product Owners for one product may lead to conflicts,
inconsistencies, or confusion among the Scrum Teams and the stakeholders. It may also reduce the alignment, collaboration, and ownership of the product development.
? Instead of having multiple Product Owners, it is recommended to have one Product Owner who works with representatives from each Scrum Team to ensure that they have a shared understanding of the product vision, goals, and priorities. The Product Owner may also delegate some of the Product Backlog management tasks to these representatives, but they remain accountable for the final decisions.
References:
? [Scrum Guide], page 6, section "Product Owner"
? [Scrum Guide], page 11, section "Product Backlog"
? [Scrum Guide], page 10, section "Product Goal"
? [Professional Scrum Product Owner™ Training], page 6, section "Product Vision"
? [Professional Scrum Product Owner™ Training], page 9, section "Business Strategy"

NEW QUESTION 74
When does the second Sprint start? (choose the best answer)

A. After the customer completes acceptance testing of the first Sprint.
B. Once the architectural changes for the second Sprint are approved by the senior architect.
C. Immediately after the first Sprint.
D. After the Product Backlog items for the second Sprint have been selected.

Answer: C

Explanation:
Sprints are fixed-length events of one month or less that serve as a container for the other Scrum events and activities. Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint. There is no gap or downtime between Sprints. The second Sprint starts right after the first Sprint, regardless of the customer acceptance testing, the architectural changes, or the Product Backlog items.
References:
? The Scrum Guide
? Understanding and Applying the Scrum Framework
? Professional Scrum Product Owner™ I Certification

NEW QUESTION 76
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 78
Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder
just started using the product. The stakeholder is unhappy with the quality of the product.
What are two good options for the Scrum Master? (choose the best two answers)

A. Coach the Product Owner on how to talk with the Developers about this concern.
B. Wait to bring this up until the Sprint Retrospective.
C. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards.
D. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.
E. Bring the concern to the testers to improve how the Product is verified.

Answer: AD

Explanation:
If a stakeholder is unhappy with the quality of the product, the Scrum Master can coach the Product Owner on how to effectively communicate this concern to the Developers1. The Scrum Master can also encourage the Product Owner to put quality specifications on the Product Backlog1. This allows the Developers to understand the stakeholder's expectations and work towards meeting them1. The Developers are responsible for building quality into the product, but the stakeholders (through the Product Owner) are responsible for setting what is expected in terms of product and process quality1.

NEW QUESTION 82
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 83
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 88
Which of the following is an example of an Increment?
(choose the best answer)

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

Answer: E

Explanation:

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

References:
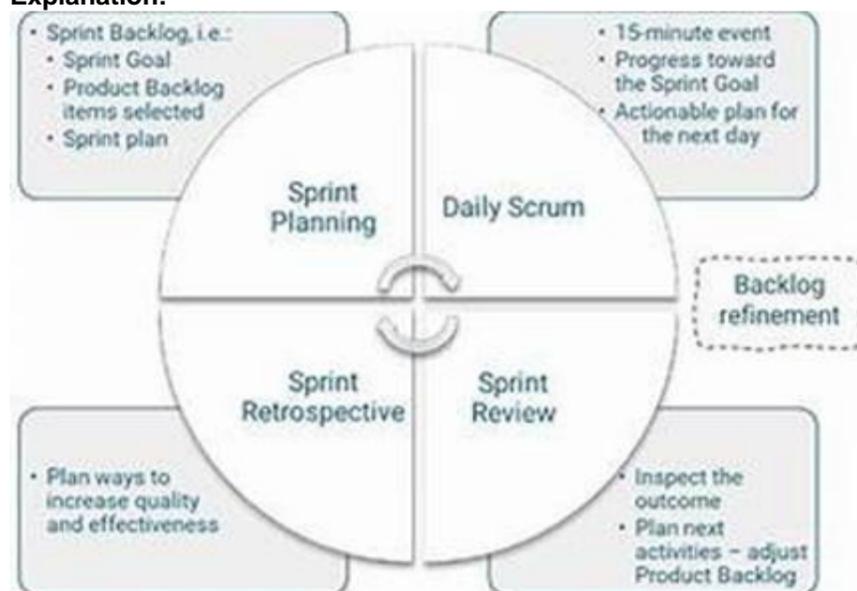
? 1: The Scrum Guide2, page 14

? 2: The Scrum Guide

NEW QUESTION 89
Which are characteristics of the Daily Scrum? (choose the best two answers)

A. It is facilitated by the team lead.
B. Its location and time remain constant.
C. It consists of the Scrum Master asking the team for status.
D. Its purpose is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog.
E. It is held first thing in the morning.
F. It is free form and designed to promote conversation.

Answer: BD

Explanation:

Scrum
the Daily Scrum is a 15-minute event for the Developers of the Scrum Team that is held at the same time and place every working day of the Sprint. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work1. The other options are not characteristics of the Daily Scrum, as it is not facilitated by the team lead, it does not consist of the Scrum Master asking the team for status, it is not held first thing in the morning, and it is not free form and designed to promote conversation234.
1: What is a Daily Scrum? | Scrum.org 2: What Is the Daily Scrum? | A Guide to the Daily Event - Scrum Alliance 3: What is Daily Scrum? | VivifyScrum 4: Daily Scrum | Definition and Overview - ProductPlan

NEW QUESTION 91
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 Planning1. Acceptance Criteria is optional and is not prescribed by Scrum12. It can be valuable, but it's not a must12. The Developers can inspect and adapt the Sprint Backlog in any way they see fit, in order to help meet the Sprint Goal2.

NEW QUESTION 93
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 temporaril
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 Sprint12. This approach allows the team to get better at estimating and reduces complexity due to the consistency of the Scrum Events2. The Scrum Team continuously learns and adapts12.

NEW QUESTION 98
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 101
When is a Product Backlog item considered complete? (choose the best answer)

A. When the item has gained product sponsor approval.
B. When the item passes all acceptance criteria.
C. When the item meets the Definition of Done.
D. At the end of the Sprint.

Answer: C

Explanation:
 The Definition of Done is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done1. A Product Backlog item is considered complete when it meets the Definition of Done, which means that it is usable and potentially releasable, and that it meets the quality standards set by the Scrum Team and the stakeholders2. The other options are not sufficient to determine the completeness of a Product Backlog item, as they may not reflect the actual value and quality of the product.
References:
1: The Scrum Guide, November 2020, p. 13
2: The Scrum Guide, November 2020, p. 6

NEW QUESTION 102
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 103
Who must attend the Daily Scrum? (choose the best answer)

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

Answer: C

NEW QUESTION 108
True or False: The Product Owner makes sure the Developers select enough from the Product
Backlog for a Sprint to satisfy the stakeholders.

A. True
B. False

Answer: B

Explanation:
The Product Owner does not make sure the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are the ones who determine how many Product Backlog items they select for a Sprint, based on their capacity and the Sprint Goal1. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers2. The Product Owner is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog[3][3]. The Product Owner does not have the authority to tell the Developers how much work they should do, as this would
violate the principle of self-management4. References:
1: The Scrum Guide, November 2020, p. 6
2: The Scrum Guide, November 2020, p. 10
[3][3]: The Scrum Guide, November 2020, p. 6
4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 112
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."1 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 Guide2, page 6
? 2: The Scrum Guide

NEW QUESTION 117
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 valuabl
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 118
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 canno
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 123
True or False: Multiple Scrum Teams working on the same product must have the same Sprint
start date.

A. True
B. False

Answer: B

Explanation:
Multiple Scrum Teams working on the same product do not have to have the same Sprint start date. The Scrum Guide does not prescribe any synchronization of Sprints across multiple teams1. However, it is recommended that the teams align their Sprint cadence and duration, and coordinate their dependencies and integration through a shared Product Backlog, a common Definition of Done, and frequent communication2. This way, the teams can deliver a coherent and valuable product Increment every Sprint[3][3].
References:
1: The Scrum Guide, November 2020, p. 9
2: Managing Products with Agility, Scrum.org, accessed on December 16, 2023 [3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed

on December 16, 2023

NEW QUESTION 127
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."1 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.1 References:
? 1: The Scrum Guide2, page 16
? 2: The Scrum Guide

NEW QUESTION 128
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 work12. 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 one3.

NEW QUESTION 133
When is the Sprint Backlog created? (choose the best answer)

A. Prior to Sprint Planning.
B. During refinement.
C. During the Sprint Retrospective.
D. During Sprint Planning.

Answer: D

Explanation:
The Sprint Backlog is created during Sprint Planning, where the Developers select the Product Backlog items that they can deliver in the Sprint and create a plan for how to do the work. The Scrum Guide states that "The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how)."1 The Sprint Backlog is owned and managed by the Developers, who can update it throughout the Sprint as more is learned. References:
? 1: The Scrum Guide2, page 15
? 2: The Scrum Guide

NEW QUESTION 135
How much time is required after a Sprint to prepare for the next Sprint? (choose the best answer)

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

Answer: D

Explanation:
The Scrum Guide states that "Sprints have consistent durations throughout a development effort. A new Sprint starts immediately after the conclusion of the previous Sprint."1 This means that there is no gap or break between Sprints, and the Scrum Team does not need to spend extra time to prepare for the next Sprint. The Scrum Team should be able to start the next Sprint Planning right after the Sprint Review and Sprint Retrospective of the previous Sprint. The Scrum Team should also ensure that the testing and documentation of the work are done within the Sprint, and not left for later.
References:
? 1: The Scrum Guide2, page 9
? 2: The Scrum Guide

NEW QUESTION 138

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