



Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

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NEW QUESTION 1

When might a Sprint be cancelled? (choose the best answer)

- A. When the Developers determine the product plan is infeasible.
- B. When it becomes clear that not everything will be finished by the end of the Sprint.
- C. When the sales department has an important new opportunity.
- D. When the Sprint Goal becomes obsolete.

Answer: D

Explanation:

A Sprint may be cancelled when the Sprint Goal becomes obsolete. 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 Sprint is a container for all other Scrum events and activities. It is a time-box of one month or less during which a “Done” Increment is created that meets the Sprint Goal. The Sprint has a consistent duration throughout a development effort and only changes duration between Sprints.

? A Sprint may be cancelled before it is over by the Product Owner if they determine that the Sprint Goal is no longer valid or valuable. This may happen due to various reasons, such as a significant change in the market, technology, business direction, or customer needs.

? A cancelled Sprint should be rare and exceptional. It implies a waste of time and resources that could have been spent on delivering value. It also disrupts the rhythm and flow of the Scrum Team and the stakeholders.

? When a Sprint is cancelled, any completed and “Done” Product Backlog items are reviewed and potentially released. Any incomplete Product Backlog items are re-estimated and put back on the Product Backlog. The Scrum Team then plans for a new Sprint.

Other options, such as when the Developers determine the product plan is infeasible, when it becomes clear that not everything will be finished by the end of the Sprint, or when the sales department has an important new opportunity, are not valid reasons for cancelling a Sprint. 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 9, section “Sprint”

? [Scrum Guide], page 16, section “Cancelling a Sprint”

NEW QUESTION 2

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 3

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 4

What is the typical size for a Scrum Team? (choose the best answer)

- A. At least 7.
- B. 9.
- C. 10 or fewer.
- D. 7 plus or minus 3.

Answer: C

Explanation:

The typical size for a Scrum Team is 10 or fewer people, including the Product Owner, the Scrum Master, and the Developers. The Scrum Guide states that "The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint. Fewer than three people decrease interaction and results in smaller productivity gains. Having more than ten people requires too much coordination. Large teams generate too much complexity for an empirical process to be useful."¹ This means that the optimal Scrum Team size is between 3 and 10 people, depending on the context and the nature of the work.

References:

- ? 1: The Scrum Guide², page 6
- ? 2: The Scrum Guide

NEW QUESTION 5

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

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

Answer: A

Explanation:

To say that an event has a timebox means that the event has a fixed duration that cannot be exceeded. The Scrum Guide states that "All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process."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 6

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

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

Answer: A

Explanation:

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

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

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

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

References:

- ? Scrum Guide 2020, page 6: "Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint."
- ? Scrum Guide 2020, page 6: "The Developers are accountable for ... organizing and managing their work."

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

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

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

NEW QUESTION 7

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 8

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

- A. True
- B. False

Answer: B

Explanation:

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

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

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

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

References:

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

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

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

NEW QUESTION 9

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

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

Answer: C

Explanation:

? The Sprint Planning is an event that occurs at the beginning of each Sprint, where the Scrum Team plans how to deliver a valuable product Increment. The Sprint Planning consists of two topics: What can be done this Sprint? and How will the chosen work get done? The outcome of the Sprint Planning is an agreed-upon Sprint Goal, a Sprint Backlog, and a plan for delivering the Increment.

? The timebox for the Sprint Planning event is proportional to the length of the Sprint. For a one-month Sprint, the timebox is 8 hours. For shorter Sprints, the

timebox is usually shorter. The Scrum Team may decide how much time to spend on each topic within the timebox, depending on their needs and preferences. ? The timebox for the Sprint Planning event ensures that the Scrum Team does not spend too much or too little time on planning their work for the Sprint. The timebox also ensures that the Scrum Team has enough clarity and alignment on what and how they want to achieve during the Sprint.

References:

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

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

NEW QUESTION 10

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 10

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

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

Answer: C

Explanation:

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

? The Daily Scrum is an event for the Developers to inspect their progress towards the Sprint Goal and adapt their Sprint Backlog accordingly. It is not a status meeting or a reporting session for managers or other stakeholders.

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

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

References:

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

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

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

NEW QUESTION 11

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"

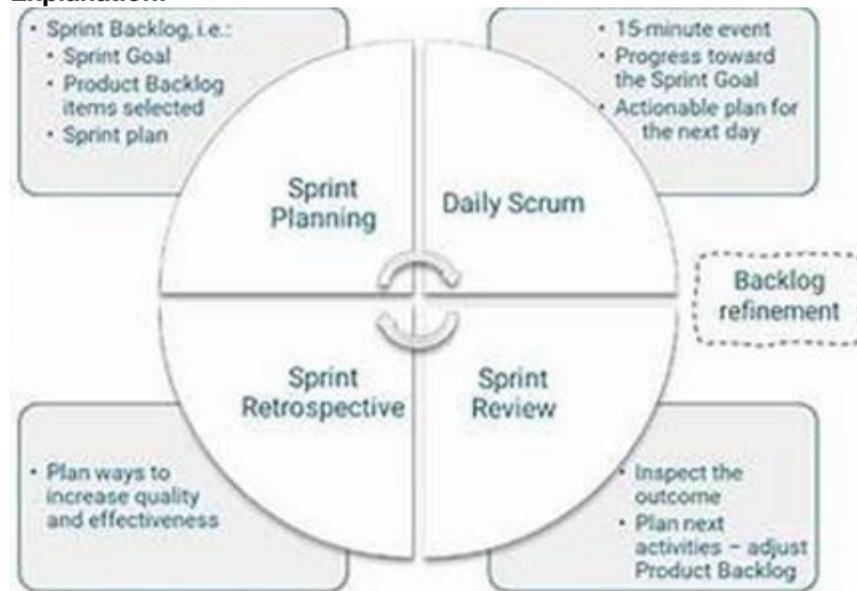
NEW QUESTION 12

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

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

Answer: E

Explanation:



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 During the Sprint Retrospective, the Scrum Team discusses how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done¹²³. This includes methods of communication, the way the Scrum Team does Sprint Planning, skills needed to improve the Developers' ability to deliver, and the Definition of Done¹²³.

NEW QUESTION 17

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 22

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 team¹.
- ? The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on the product and inspect the Increment².
- ? The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress and value delivery³.

? The IT manager can attend the Sprint Review as a stakeholder and provide feedback on the product and the process.

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 25

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 30

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 34

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 39

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

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

Answer: D

Explanation:

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

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

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

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

References:

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

NEW QUESTION 42

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 46

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 product¹. They take various factors into consideration when ordering the Product Backlog such as business value, risk, return on investment (ROI), dependencies and impact¹. Dependencies between Product Backlog items and their relevance to achieving the Product Goal are two of these factors². The availability of the Scrum Master and the number of stakeholders who approve of the item are not valid criteria for ordering the Product Backlog³.

NEW QUESTION 50

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

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

Answer: AD

Explanation:

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

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

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

References:

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

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

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

NEW QUESTION 53

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/>

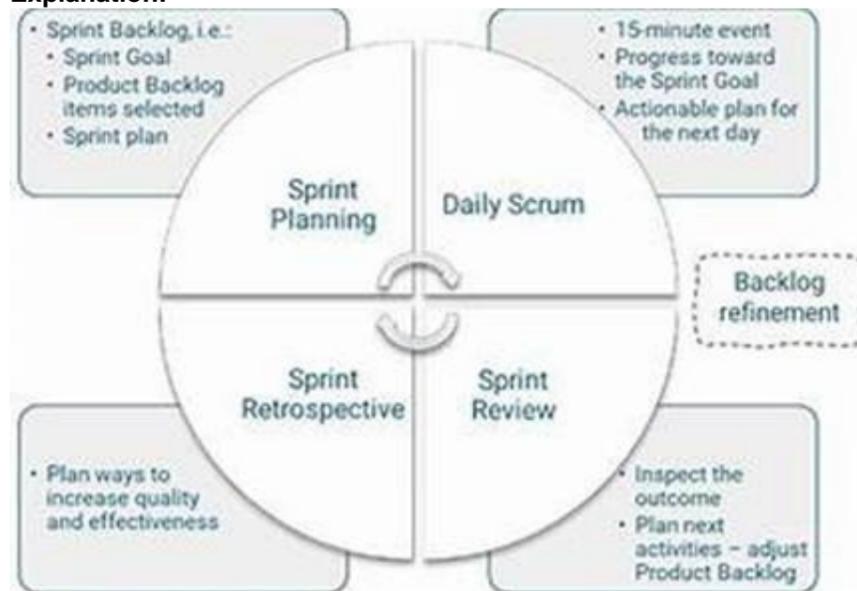
NEW QUESTION 54

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 55

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 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 59

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 61

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 63

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 67

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 68

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

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

Answer: AD

Explanation:

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

? Customer satisfaction is a measure of how well the product meets the needs and expectations of the customers⁵. It reflects the value proposition of the product and the feedback from the users.

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

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

References:

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

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

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

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

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

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

NEW QUESTION 70

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 71

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 73

Which of the following is required by Scrum?

(choose the best answer)

- A. Sprint Retrospective.
- B. Developers must stand up at the Daily Scrum.
- C. Sprint Burndown Chart.
- D. Release Planning.
- E. All of the above.

Answer: A

Explanation:

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

? The Scrum Guide

? Understanding and Applying the Scrum Framework

? Professional Scrum Product Owner™ I Certification

NEW QUESTION 78

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