



Scrum

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

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 A Sprint may be cancelled before it is over by the Product Owner if they determine that the Sprint Goal is no longer valid or valuable.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

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

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

Answer: D

Explanation:

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

References:

? 1: The Scrum Guide², page 15

? 2: The Scrum Guide

NEW QUESTION 3

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

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

Answer: ABF

Explanation:

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

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

References:

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

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

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

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

NEW QUESTION 4

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

- A. The Scrum process, and how it was used during the Sprint.

- B. Coding and engineering practices.
- C. The product Increment.
- D. All of the above.

Answer: C

Explanation:

The main topic of discussion is the product Increment, which is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints¹. The product Increment is demonstrated and inspected by the attendees, and feedback is collected to inform the next Sprint Planning¹². The Sprint Review may also include other topics, such as the Product Backlog, the Product Goal, the market conditions, the budget, and the timeline, but the product Increment is the essential topic¹²³⁴. The Scrum process, and how it was used during the Sprint, is not a topic for the Sprint Review, but rather for the Sprint Retrospective, which is a separate event where the Scrum Team inspects and adapts its way of working¹. Coding and engineering practices are also not relevant for the Sprint Review, as they are internal aspects of the Development Team that do not affect the value of the product Increment¹. Therefore, the correct answer is C. The product Increment.

NEW QUESTION 5

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

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

Answer: B

Explanation:

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

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

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

NEW QUESTION 6

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 7

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 8

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 9

When does a Developer become accountable for the value of a Product Backlog item selected for the Sprint? (choose the best answer)

- A. Whenever a team member can accommodate more work.
- B. At the Sprint Planning Event.
- C. During the Daily Scrum.
- D. Never
- E. The entire Scrum Team is accountable for creating value every Sprint.

Answer: D

Explanation:

According to the Scrum Guide, the Scrum Team consists of one Product Owner, one Scrum Master, and Developers. The Scrum Team is responsible for all product-related activities, including delivering a valuable, usable product increment every Sprint. The Product Owner is accountable for maximizing the value of the product and the work of the Developers. The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog; instilling quality by adhering to a Definition of Done; and adapting their plan each day toward the Sprint Goal. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, helping everyone understand Scrum theory and practice, and removing impediments to the Scrum Team's progress.

Therefore, the Developers are not individually accountable for the value of a Product Backlog item selected for the Sprint, but collectively accountable as part of the Scrum Team. The value of a Product Backlog item is determined by the Product Owner, who orders the Product Backlog items based on stakeholder needs and feedback. The Developers collaborate with the Product Owner to understand the value and requirements of each Product Backlog item and deliver a potentially releasable product increment that meets the Definition of Done and the Sprint Goal.

References:

? [Scrum Guide], section 2.2: "The Scrum Team is responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required."

? Accountabilities in Scrum | Scrum.org: "Scrum has three accountabilities, each with a different focus : Product Owner (green figure) The "What". With a focus on Value, time to market, return on investment and Total Cost of Ownership (TCO). Developers (red figures) The "How". Focus on building something that is Done – that the increment is useable and potentially releasable."

? What is a Developer in Scrum? | Scrum.org: "The specific skills needed by the Developers are often broad and will vary based on the type of work they are doing. However, the Developers are always accountable for: Creating a plan for the Sprint, the Sprint Backlog Instilling quality by adhering to a Definition of Done Adapting their plan each day toward the Sprint Goal"

NEW QUESTION 10

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

- A. True
- B. False

Answer: B

Explanation:

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

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

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

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

References:

- ? [Scrum Guide], page 7, section “Developers”
- ? [Scrum Guide], page 10, section “Product Goal”
- ? [Scrum Guide], page 7, section “The Scrum Team”

NEW QUESTION 10

How much work is required of the Developers to complete a Product Backlog item selected during the Sprint Planning?
(choose the best answer)

- A. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint.
- B. As much as is required to meet the Scrum Team's Definition of Done.
- C. All development work and at least some testing.
- D. A proportional amount of time on analysis, design, development, and testing.

Answer: B

Explanation:

? 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 Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done is used to assess when work is complete on the product Increment.

? The amount of work required of the Developers to complete a Product Backlog item selected during the Sprint Planning depends on the Definition of Done. The Definition of Done may vary from one Scrum Team to another, depending on the context and domain of work. However, it must be consistent within one team. If there are multiple Scrum Teams working on one product, they must share a common Definition of Done. If there is an organizational standard for a Definition of Done, all Scrum Teams must follow it as a minimum.

? The Developers must ensure that each Product Backlog item they complete during a Sprint meets the Definition of Done. This means that they must perform all the necessary tasks and activities to deliver a high-quality product functionality that is usable, valuable, and potentially releasable. This may include analysis, design, development, testing, documentation, integration, deployment, or any other aspects that contribute to the quality and usability of the product.

? The other options are not valid or relevant measures for the amount of work required of the Developers to complete a Product Backlog item. They are either too vague, arbitrary, or unrealistic. They are:

References:

- ? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>
- ? Definition of Done: <https://www.scrum.org/resources/what-is-a-definition-of-done>
- ? Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

NEW QUESTION 12

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

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

Answer: EF

Explanation:

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

? 1: The Scrum Guide², page 18

? 2: The Scrum Guide

NEW QUESTION 17

Which of the following are criteria to order Product Backlog items? (choose all that apply)

- A. Value of Product Backlog items.
- B. Dependencies between Product Backlog items.
- C. Dependencies to other products.
- D. The availability of the Scrum Master.
- E. All of the above.

Answer: ABC

Explanation:

The Product Owner orders the Product Backlog items according to various criteria, such as:

? The value of Product Backlog items. The Product Owner aims to maximize the value of the product and the work of the Scrum Team. Therefore, they prioritize the items that deliver the most value to the stakeholders and the users, considering factors such as customer satisfaction, market share, revenue, social impact, etc.

? The dependencies between Product Backlog items. The Product Owner tries to minimize the dependencies between items, as they may create complexity, uncertainty, and risk. Therefore, they order the items in a way that reduces or eliminates the dependencies, or resolves them as early as possible.

? The dependencies to other products. The Product Owner also considers the dependencies that the product has to other products, such as platforms, frameworks, libraries, services, etc. Therefore, they order the items in a way that aligns with the availability and compatibility of those products.

References:

? 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 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.”

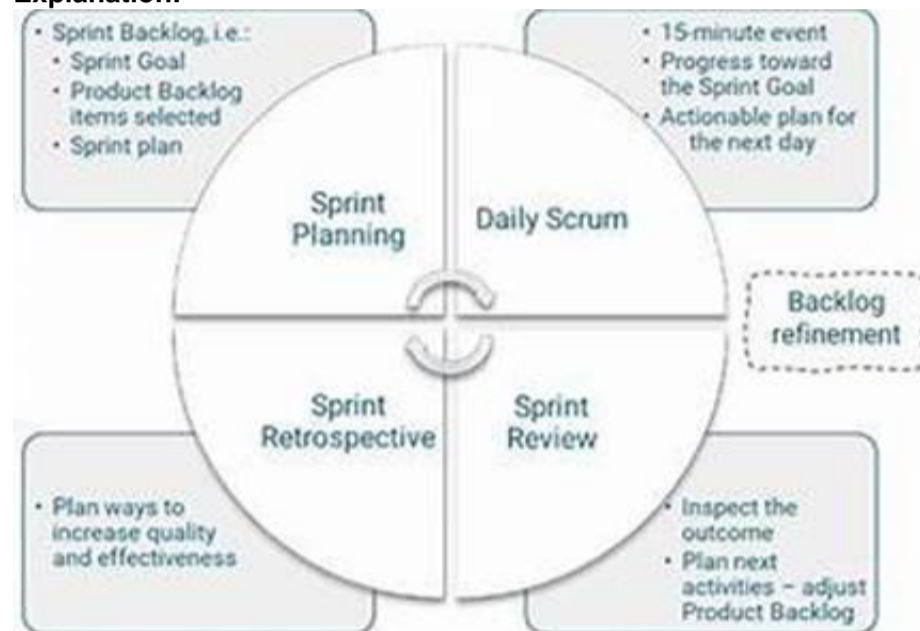
NEW QUESTION 18

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

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

Answer: AD

Explanation:



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The correct answers are A and D.

- * A. Coach the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly. This is an appropriate action for a Scrum Master, as it helps the Scrum Team to overcome the impediments that prevent them from delivering a potentially releasable Increment. The Definition of Done should reflect the current reality of the Scrum Team, but also be a source of continuous improvement¹².
- * D. Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances. This is also an appropriate action for a Scrum Master, as it ensures that the Scrum Team has a clear and shared understanding of what it means to complete a Product Backlog item. The Definition of Done should be realistic and achievable, but also challenging and ambitious¹².
- * B. Refocus the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment. This is not an appropriate action for a Scrum Master, as it violates the purpose of the Sprint, which is to deliver a valuable product Increment that meets the Sprint Goal. The Scrum Team should not change the Sprint Goal or scope during the Sprint, unless the Product Owner decides to cancel the Sprint³.
- * C. Encourage the Product Owner to accept partially done Increments until the situation improves. This is not an appropriate action for a Scrum Master, as it compromises the quality and value of the product. The Product Owner should only accept Increments that meet the Definition of Done and the acceptance criteria. Partially done Increments increase technical debt and risk, and reduce transparency and feedback¹².
- * E. Declare the Scrum Team not ready for Scrum. This is not an appropriate action for a Scrum Master, as it undermines the Scrum values and principles. The Scrum Master should support the Scrum Team in adopting and applying Scrum, regardless of the challenges and constraints they face. The Scrum Master should foster a culture of empiricism, self-organization, collaboration, and continuous improvement.

NEW QUESTION 20

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

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

Answer: C

Explanation:

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

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

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

References:

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

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

NEW QUESTION 25

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 27

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 30

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

- A. True
- B. False

Answer: A

Explanation:

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

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

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

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

References:

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

NEW QUESTION 31

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 34

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

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

Answer: D

Explanation:

A Sprint is a time-boxed period when a Scrum Team works to complete a set amount of work that delivers value to the customer¹. A Sprint concludes when the time-box expires, regardless of whether all the tasks, Product Backlog items, or Definition of Done are completed or not²³. The Product Owner has the authority to cancel a Sprint if they determine that the Sprint Goal is obsolete or the work done is no longer valuable¹. Therefore, the Product Owner decides when enough has been delivered to meet the Sprint Goal, and the Sprint ends accordingly.

NEW QUESTION 37

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

- A. True
- B. False

Answer: B

NEW QUESTION 40

What is the Product Owner responsible for during the Sprint Retrospective? (choose the best answer)

- A. Summarizing and reporting the discussions to the stakeholders that they represent in the Scrum Team.
- B. The Product Owner should not take part in Sprint Retrospective.
- C. Participating as a Scrum Team member.
- D. Capturing requirements for the Product Backlog.

Answer: C

NEW QUESTION 45

The Daily Scrum is an event that happens every day. What would be three key concerns if the frequency were to be lowered to every two or three days? (choose the best three answers)

- A. The Sprint Backlog may become inaccurate.
- B. Too much work is spent updating the Scrum board before the meeting.
- C. The Scrum Master loses the ability to update the Gantt chart properly.
- D. The Product Owner cannot accurately report progress to the stakeholders.
- E. Opportunities to inspect and adapt the Sprint Backlog are lost.
- F. Impediments are raised and resolved more slowly.

Answer: AEF

Explanation:

The Daily Scrum is a 15-minute event for the Developers to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary¹. It is a key opportunity for the Developers to plan their work for the next 24 hours and collaborate on any challenges or impediments². If the frequency of the Daily Scrum were to be lowered to every two or three days, three key concerns would be:

The Sprint Backlog may become inaccurate. The Sprint Backlog is the plan for how the Developers will achieve the Sprint Goal, and it is updated throughout the Sprint as more is learned³^[3]. The Daily Scrum is a chance for the Developers to inspect the Sprint Backlog and make adjustments based on the current situation⁴. If the Daily Scrum is less frequent, the Sprint Backlog may not reflect the reality of the work, and the Developers may lose track of their progress and alignment with the Sprint Goal.

Opportunities to inspect and adapt the Sprint Backlog are lost. Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed⁵. The Daily Scrum is an essential event for the Developers to apply empiricism to their work, by inspecting the Sprint Backlog and adapting it to optimize the value and quality of the Increment. If the Daily Scrum is less frequent, the Developers may miss opportunities to inspect and adapt their work, and may not be able to deliver a valuable, useful Increment every Sprint.

Impediments are raised and resolved more slowly. An impediment is anything that prevents the Scrum Team from delivering a product Increment. The Daily Scrum is a forum for the Developers to identify and communicate any impediments that affect their work, and to seek help from the Scrum Master or other team members. If the Daily Scrum is less frequent, the impediments may not be raised and resolved in a timely manner, and may cause delays or quality issues in the product delivery.

References:

1: The Scrum Guide, November 2020, p. 10
2: The Scrum Guide, November 2020, p. 11
[3][3]: The Scrum Guide, November 2020, p. 10
4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023
5: The Scrum Guide, November 2020, p. 4 The Scrum Guide, November 2020, p. 11 The Scrum Guide, November 2020, p. 14
Developing People and Teams, Scrum.org, accessed on December 16, 2023

NEW QUESTION 48

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 51

What is the responsibility of the Product Owner in crafting the Sprint Goal? (choose the best answer)

- A. The Product Owner has no responsibility for the Sprint Goal.
- B. It is the sole responsibility of the Developers.
- C. The Product Owner cannot attend Sprint Planning without having documented the Sprint Goal in advance.
- D. The Product Owner should come to Sprint Planning with a business objective in mind and work with the Developers to craft the Sprint Goal.
- E. The Product Owner must work with stakeholders to set each Sprint's Goal.
- F. The Product Owner defines the scope for a Sprint and therefore also the Sprint Goal.

Answer: C

Explanation:

? The Sprint Goal is a short statement of what the Scrum Team intends to achieve during a Sprint. It provides guidance and direction for the Scrum Team, as well as a basis for inspecting and adapting the product and the process. The Sprint Goal is aligned with the product vision and goals, and it reflects the value and purpose of the Sprint.

? 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 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 responsibility of crafting the Sprint Goal is shared by both the Product Owner and the Developers. The Product Owner should come to Sprint Planning with a business objective in mind, based on their understanding of the product vision, goals, value proposition, stakeholder feedback, market conditions, or other relevant factors. The Product Owner should propose how this objective can be achieved by selecting some Product Backlog items that can deliver value to customers or users. The Developers should collaborate with the Product Owner to craft a clear and concise Sprint Goal that expresses what they want to accomplish as a team during this Sprint. The Developers should also ensure that they have enough capacity and skills to deliver on this Sprint Goal.

References:

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

NEW QUESTION 53

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 Backlog
- 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 Owner
- E. The Product Owner represents the users and stakeholder
- F. Other types of requirements should be managed separately 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 58

When multiple Scrum Teams are working on the same product, should all of their Increments be integrated every Sprint?
(choose the best answer)

- A. Yes, in order to accurately inspect what is done.
- B. Yes, but only for Scrum Teams whose work has dependencies.
- C. No, each Scrum Team stands alone.
- D. No, that is far too hard and must be done in a hardening Sprint.

Answer: A

Explanation:

When multiple Scrum Teams are working on the same product, they should integrate their Increments every Sprint because:

? It allows them to accurately inspect what is done and what is potentially releasable. By integrating their work frequently, they can ensure that the product is in a usable and valuable state at the end of each Sprint, and that it meets the Definition of Done and the Sprint Goal.

? It enables them to adapt to changes and feedback faster. By integrating their work frequently, they can reduce the complexity and risk of integration, and discover and resolve any issues or dependencies sooner. They can also incorporate any new insights or requirements into their Product Backlog and Sprint Planning.

? It fosters collaboration and alignment among the teams. By integrating their work frequently, they can share their learnings and best practices, and coordinate their efforts towards a common vision and goal. They can also leverage the collective intelligence and creativity of the teams to deliver a better product.

References:

? Scrum Guide 2020, page 10: "When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. Although this varies significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency."

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

? Scrum Guide 2020, page 10: "Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together."

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

? Scrum Guide 2020, page 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 59

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

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

Answer: B

Explanation:

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

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

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

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

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

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

Other options, such as predicting the team's productivity over time, knowing what the team will deliver over the next three Sprints, or reprimanding the team when

they do not meet their velocity goal for the Sprint, are not valid reasons for wanting the Developers to adhere to its Definition of Done. They may reflect a misunderstanding of what a Definition of Done is or how Scrum works.

References:

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

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

? [Scrum Guide], page 6, section “Product Owner”

NEW QUESTION 63

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 64

Which approach is best for Scrum Teams in order to produce valuable Increments? (choose the best answer)

A. Each Developer works on the component where they feel that they can contribute.

B. Each Scrum Team works on an independent set of components.

C. Each Scrum Team is accountable for developing functionality from beginning to end.

D. Each Scrum Member works only as an independent layer of the system.

Answer: C

Explanation:

The best approach for Scrum Teams to produce valuable Increments is to be accountable for developing functionality from beginning to end, as this enables them to deliver potentially releasable products that meet the definition of “Done”. The Scrum Guide states that “The Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint.”¹ This means that the Developers are not limited by the boundaries of components, layers, or technologies, but rather they collaborate and coordinate to deliver a complete and integrated product that satisfies the Sprint Goal and the Product Owner’s expectations. References:

? 1: The Scrum Guide², page 7

? 2: The Scrum Guide

NEW QUESTION 68

Why is the Daily Scrum held at the same time and same place? (choose the best answer)

A. The Product Owner demands it.

B. Rooms are hard to book and must be booked in advance.

C. The place can be named.

D. The consistency reduces complexity.

Answer: D

Explanation:

The Daily Scrum is held at the same time and same place because:

? The consistency reduces complexity. By having a fixed time and place for the Daily Scrum, the Developers can avoid wasting time and energy on scheduling, logistics, or coordination issues. They can also establish a routine and a rhythm that helps them focus on their work and their Sprint Goal.

? The consistency increases transparency. By having a fixed time and place for the Daily Scrum, the Developers can ensure that everyone is aware of when and where the meeting takes place, and that everyone has an opportunity to participate and share their progress, plans, and challenges. They can also invite other stakeholders or observers, if they find it useful, to provide feedback or support.

? The consistency enhances collaboration. By having a fixed time and place for the Daily Scrum, the Developers can create a safe and comfortable space for them to communicate, interact, and collaborate with each other. They can also build trust, rapport, and accountability among themselves, and foster a sense of team spirit and ownership.

References:

? Scrum Guide 2020, page 12: “The Daily Scrum is held at the same time and place each day to reduce complexity.”

? 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 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 73

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

A. True

B. False

Answer: B

Explanation:

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

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

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

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

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

References:

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

? [Scrum Guide], page 6, section “Product Owner”

? [Scrum Guide], page 10, section “Product Goal”

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

NEW QUESTION 77

Which of the following are the Developers accountable for? (choose the best two answers)

A. Organizing the work required to meet the Sprint Goal.

B. Selecting the Product Owner.

C. Reporting productivity.

D. Creating a plan for the Sprint, the Sprint Backlog.

Answer: AD

Explanation:

The Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. The Developers are accountable for organizing and managing their work. Only the Developers can decide how to perform the work during the 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 80

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 82

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

A. The Developers.

B. The Scrum Team.

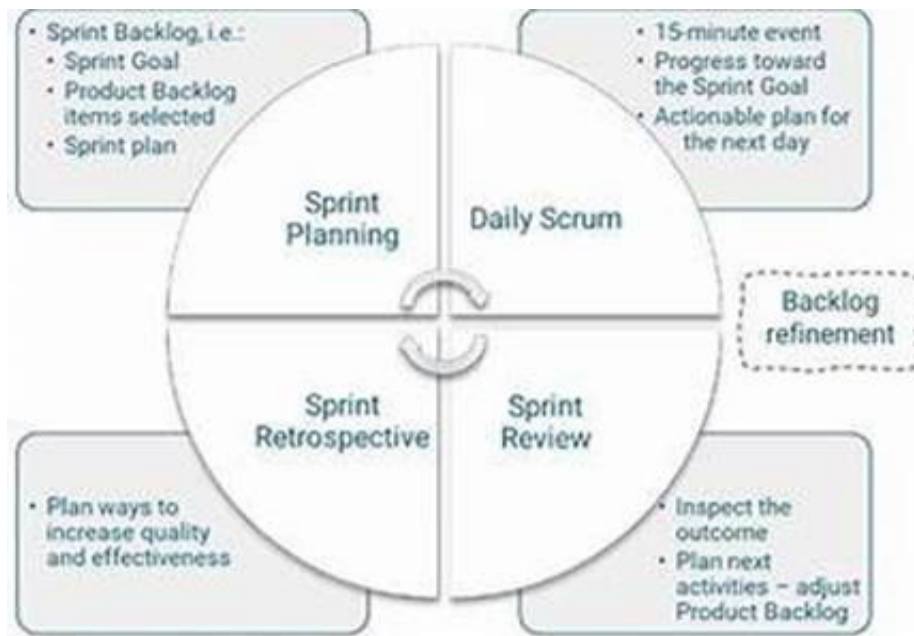
C. The Scrum Master.

D. The Product Owner.

E. The CEO.

Answer: B

Explanation:



Scrum

According to the Scrum Guide 2020, the entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint¹²³⁴. This includes the Developers, the Product Owner, and the Scrum Master⁴. The Developers are committed to creating any aspect of a usable Increment each Sprint¹², while the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team¹². The Scrum Master fosters an environment where the Scrum Team can work effectively¹.

NEW QUESTION 86

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 87

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

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

Answer: ACD

Explanation:

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

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

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

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

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

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

? Arranging the Sprint Backlog for the next Sprint: The Sprint Backlog is the plan for the next Sprint that is created by the Scrum Team during the Sprint Planning event. The Sprint Backlog is based on the Product Backlog items that are selected for the next Sprint and how the Developers intend to accomplish them. The

Sprint Retrospective is not a planning event but a reflection event that focuses on the past Sprint.

References:

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

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

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

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

NEW QUESTION 89

What does it mean for a Scrum Team to be cross-functional?

(choose the best answer)

- A. The Scrum Team includes not only developers but also business analysts, architects, and testers.
- B. The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint.
- C. Developers on the Scrum Team work closely with business analysts, architects, developers, and testers who are not on the team.
- D. The Scrum Team is a virtual team drawing from separate teams of business analysts, architects, developers, and testers.

Answer: B

Explanation:

The Scrum Team includes skilled individuals who together have all the skills necessary to create value each Sprint.

According to the Scrum Guide¹, “Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint.” This implies that the team does not depend on external resources or specialists to deliver a product increment. The other options do not reflect the true meaning of cross-functionality in Scrum.

1: The Scrum Team | Scrum.org

NEW QUESTION 92

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 96

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

- A. True
- B. False

Answer: A

Explanation:

The Scrum Team is accountable for creating a valuable increment every Sprint. The Increment is the sum of all Product Backlog items Done during a Sprint and the value of all the previous Increments. The entire Scrum Team is accountable for creating a valuable and useful Increment every Sprint¹. The Product Owner is responsible for maximizing the value of the product resulting from the work of the Scrum Team¹. The Developers are responsible for creating a Done Increment that meets the Sprint Goal¹. The Scrum Master is responsible for establishing Scrum as defined in the Scrum Guide and helping everyone understand Scrum theory, practices, rules, and values¹. References:

? Scrum Guide

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

? The Professional Product Owner

NEW QUESTION 99

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 factors¹². 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 103

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

- A. True
- B. False

Answer: B

Explanation:

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

? Revenue is only one aspect of value, and it may not reflect the true impact or benefit of the product for the stakeholders, the users, and the society. For example, a product may generate high revenue, but also cause environmental damage, ethical issues, or customer dissatisfaction.

? Value is a subjective and relative concept, and it may vary depending on the context, the perspective, and the criteria of the evaluation. For example, a product may have different value for different segments of customers, or for different markets or regions.

? Value is dynamic and emergent, and it may change over time due to various factors, such as feedback, competition, innovation, or regulation. For example, a product may lose its value as new alternatives or solutions become available, or as customer needs or preferences evolve.

References:

? Scrum Guide 2020, page 6: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."

? Scrum Guide 2020, page 11: "The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against."

? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... optimizing the value of the work the Scrum Team performs."

NEW QUESTION 105

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 110

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 115

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 118

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 121

In the middle of the Sprint, the customer decides that there are two new features she wants.

The Product Owner could: (choose the best two answers)

- A. Introduce these features at the next Daily Scrum.
- B. Ask the Developers to consider whether they can add these features to the current Sprint without endangering the Sprint Goal.
- C. Add these features to the Product Backlog.
- D. Have the Scrum Master add these features to the current Sprint.

Answer: BC

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 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.

? 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.

? The Sprint Goal is a short statement of what the Scrum Team intends to achieve during a Sprint. It provides guidance and direction for the Scrum Team, as well as a basis for inspecting and adapting the product and the process. The Sprint Goal is aligned with the product vision and goals, and it reflects the value and purpose of the Sprint.

? In the middle of a Sprint, if a customer decides that there are two new features she wants, there are two possible ways that a Product Owner could handle this situation:

? The other options are not valid or relevant ways that a Product Owner could handle this situation. They are either too disruptive, impractical, or irrelevant. They are:

References:

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

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

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

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

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

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

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

NEW QUESTION 126

When does a Developer become accountable for an item in the Sprint Backlog? (choose the best answer)

- A. During the Daily Scrum.

- B. As soon as a Developer on the Scrum Team can accommodate more work.
- C. Neve
- D. All Developers on the Scrum Team share accountability for items in the Sprint Backlog.
- E. At Sprint Planning when all of the Sprint Backlog items are split evenly across the Developers.

Answer: C

Explanation:

The Developers on the Scrum Team share accountability for the Sprint Backlog, which is a forecast of the work and the plan to deliver the Sprint Goal¹². The Sprint Backlog is dynamic and can be updated by the Developers as more is learned during the Sprint³⁴. The Developers are not individually accountable for the items in the Sprint Backlog, nor are they assigned by the Scrum Master or the Product Owner⁵.

NEW QUESTION 131

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 133

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 138

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

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

Answer: ACF

Explanation:

A product's success is measured by the value it delivers to the customers and the organization. The impact on cost, revenue, and customer satisfaction are three important indicators of value. The Scrum Guide states that "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."¹ The Product Owner should consider the cost of developing and maintaining the product, the revenue generated by the product, and the satisfaction of the customers and users who use the product. These factors help the Product Owner to prioritize the Product Backlog, define the Product Goal, and collaborate with the stakeholders.

References:

? 1: The Scrum Guide², page 6

? 2: The Scrum Guide

NEW QUESTION 140

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 143

Why do the Developers need a Sprint Goal? (choose the best answer)

- A. A Sprint Goal only gives purpose to Sprint 0.
- B. Sprint Goals are not valuable.
- C. Everything is known from the Product Backlog.
- D. The Developers are more focused with a common yet specific goal.
- E. A Sprint Goal ensures that all of the Product Backlog items selected for the Sprint are implemented.

Answer: C

Explanation:

The Developers need a Sprint Goal because it gives them a common yet specific goal to focus on during the Sprint. This is because:

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

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

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

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

? The Developers need a Sprint Goal to align their efforts and collaborate effectively as a team. The Sprint Goal helps them prioritize and optimize their work based on value and impact. The Sprint Goal also helps them cope with uncertainty and complexity by providing a clear direction and a shared purpose.

Other options, such as a Sprint Goal only giving purpose to Sprint 0, Sprint Goals being not valuable, or a Sprint Goal ensuring that all of the Product Backlog items selected for the Sprint are implemented, are not valid reasons why the Developers need a Sprint Goal. They may reflect a misunderstanding of what a Sprint Goal is or how Scrum works. References:

? [Scrum Guide], page 15, section "Sprint Goal"

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

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

? [Scrum Guide], page 10, section "Increment"

NEW QUESTION 147

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

- A. The Scrum Master
- B. This ensures that the Developers have the event, and it stays within the timebox.
- C. The person coming in last
- 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 152

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 154

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 the 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 formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done is used to assess when work is complete on the product Increment.

? The Definition of Done is defined by the Scrum Team, not by the Product Owner alone. The Scrum Team consists of one Product Owner, one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint.

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

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

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

? The Definition of Done may vary from one Scrum Team to another, depending on the context and domain of work. However, it must be consistent within one team. If there are multiple Scrum Teams working on one product, they must share a common Definition of Done. If there is an organizational standard for a Definition of Done, all Scrum Teams must follow it as a minimum.

References:

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

? Definition of Done: <https://www.scrum.org/resources/what-is-a-definition-of-done>

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

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

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

NEW QUESTION 158

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

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

Answer: AC

Explanation:

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

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

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

NEW QUESTION 162

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