

Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam

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



NEW QUESTION 1

Which two ways of creating Scrum Teams are consistent with Scrum's values? (choose the best two answers)

- A. Bring all the people together and let them organize into Scrum Teams.
- B. Managers personally re-assign current subordinates to new teams.
- C. Existing teams propose how they would like to go about organizing into the new structure.
- D. Managers collaborate to assign individuals to specific teams.
- E. The Chief Product Owner determines the new team structures and assignments.

Answer: AC

NEW QUESTION 2

How much time must a Product Owner spend with the Developers? (choose the best answer)

- A. Enough so that the Product Owner is confident the Increment will meet the intended value.
- B. 40%, or more if the stakeholders agree.
- C. As much time as the Developers tell the Product Owner to be present.
- D. 100%

Answer: A

Explanation:

The Product Owner must spend enough time with the Developers so that they are confident the Increment will meet the intended value. This is because:

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

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

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

? The Product Owner and the Developers must collaborate closely throughout the Sprint to ensure that they have a shared understanding of what they are building and why. The Product Owner must provide clarifications, feedback, and guidance to the Developers as needed to help them create a valuable Increment.

? The amount of time that the Product Owner must spend with the Developers may vary depending on the context, complexity, and uncertainty of the product development. However, it should be enough so that both parties are confident that the Increment will meet the intended value.

Other options, such as 40%, as much time as the Developers tell them to be present, or 100%, are not valid answers as they imply a fixed or arbitrary amount of time that does not reflect the actual needs and dynamics of the product development.

References:

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

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

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

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

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

NEW QUESTION 3

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

- A. True
- B. False

Answer: B

Explanation:

A Scrum Master does not fulfill the same role as a traditional Project Manager. A Project Manager is typically responsible for planning, executing, monitoring, controlling, and closing a project, as well as managing the scope, schedule, budget, quality, risks, and stakeholders of the project¹. A Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices, and removes impediments to the team's progress². A Scrum Master does not manage the project, the scope, the schedule, the budget, or the team, as these are either shared responsibilities or emergent outcomes of the Scrum framework^{[3][3]}. A Scrum Master also does not have authority over the team or the stakeholders, but rather facilitates collaboration and empowerment among them⁴.

References:

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

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

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

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

NEW QUESTION 4

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

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

Answer: D

Explanation:

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

NEW QUESTION 5

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 6

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

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

Answer: A

Explanation:

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

References:

- ? 1: The Scrum Guide², page 10
- ? 2: The Scrum Guide

NEW QUESTION 7

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 8

A Product Owner is accountable for maximizing the value of the product that is the result of the work of the Scrum Team. Which of the following can be delegated to others, while the Product Owner remains accountable for the work? (choose the best two answers)

- A. Attending the Sprint Retrospective.
- B. Attending the Sprint Review.
- C. Ordering Product Backlog items.
- D. Developing and communicating the Product Goal.

Answer: AB

Explanation:

A Product Owner is accountable for maximizing the value of the product that is the result of the work of the Scrum Team. However, they can delegate some of their responsibilities to others, while still remaining accountable for the work. Two of the responsibilities that can be delegated to others are:

? Attending the Sprint Retrospective. The Sprint Retrospective is an event where the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. The purpose of the Sprint Retrospective is to plan ways to improve quality and effectiveness. The Product Owner may attend the Sprint Retrospective as one of the Scrum Team members who has a stake in the outcome of the product development. However, they can also choose not to attend or delegate their attendance to someone else who can represent their interests and perspectives.

? Attending the Sprint Review. The Sprint Review is an event where the Scrum Team and stakeholders inspect the Increment and adapt the Product Backlog if needed. The purpose of the Sprint Review is to elicit feedback and foster collaboration. The Product Owner is accountable for ensuring that key stakeholders attend the Sprint Review and that they understand what has been done and what can be done next. However, they can also delegate some of their tasks to others who can facilitate or present the Increment on their behalf.

Other options, such as ordering Product Backlog items or developing and communicating the Product Goal, are not responsibilities that can be delegated to others by the Product Owner. They are essential accountabilities that only the Product Owner can perform. References:

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

? [Scrum Guide], page 18, section "Sprint Retrospective"

? [Scrum Guide], page 17, section "Sprint Review"

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

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

NEW QUESTION 9

The job of a Product Owner focuses on the following:

(choose the best two answers)

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

Answer: AD

Explanation:

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

? The job of a Product Owner focuses on the following aspects:

? The other options are not valid or relevant aspects of a Product Owner's job. They are either too narrow, unrealistic, or unrelated to the product value delivery.

They are:

References:

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

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

? User Stories: <https://www.agilealliance.org/glossary/user-stories>

NEW QUESTION 10

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 10

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

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

Answer: B

Explanation:

The Developers are the ones who determine how many Product Backlog items they select for a Sprint. The Developers are self-managing and decide how much work they can do in a Sprint¹. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers². The Product Owner, the Scrum Master, and the stakeholders do not have the authority to tell the Developers how many Product Backlog items

they should select, as this would violate the principle of self-management[3][3].

References:

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

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

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

NEW QUESTION 12

In accordance with Scrum theory, how should a group of 100 people be divided into multiple Scrum Teams?

(choose the best answer)

- A. Create a matrix of skills, seniority, and level of experience to assign people to teams.
- B. Check with the allocation department to see who has worked together before and make these the first teams.
- C. Understanding the product, the product vision and the rules of the Scrum framework, the people divide themselves into teams.
- D. It does not really matter since you can rotate the teams every Sprint to spread knowledge.

Answer: C

Explanation:

In accordance with Scrum theory, a group of 100 people should be divided into multiple Scrum Teams by understanding the product, the product vision and the rules of the Scrum framework, and then dividing themselves into teams because:

? It respects the self-organization and empowerment of the people. The people are the ones who have the knowledge, skills, and experience to create and deliver the product. They are also the ones who will work together as Scrum Teams, collaborating and coordinating their efforts. Therefore, they should have the autonomy and authority to decide how to form their teams, based on their preferences, interests, and capabilities.

? It supports the alignment and coherence of the Scrum Teams. The people should have a clear and shared understanding of the product, the product vision, and the rules of the Scrum framework before forming their teams. This can help them to align their goals and missions, to ensure that they are working on the same product and towards the same vision. It can also help them to follow the same principles and practices of Scrum, to ensure that they are working effectively and consistently.

? It fosters the collaboration and synergy of the Scrum Teams. The people should form their teams in a way that maximizes their collaboration and synergy. This can mean choosing team members that complement each other's skills and strengths, that have good rapport and trust, that can communicate and coordinate well, and that can deliver a valuable Increment each Sprint.

References:

? Scrum Guide 2020, page 5: "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value in each Sprint."

? Scrum Guide 2020, page 5: "Scrum Teams are self-managing, meaning they internally decide who does what, when, and how."

? Scrum Guide 2020, page 9: "Multiple Scrum Teams working together on a product use one Product Backlog."

? Scrum Guide 2020, page 9: "The Product Owner is one person, not a committee."

NEW QUESTION 15

Who owns the Sprint Backlog? (choose the best answer)

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

Answer: D

Explanation:

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

NEW QUESTION 16

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 stakeholders³[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 17

Who determines when it is appropriate to update the Sprint Backlog during a Sprint? (choose the best answer)

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

Answer: C

Explanation:

? The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. The Sprint Backlog is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint, and it belongs solely to the Developers.

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

? The Developers are also responsible for updating the Sprint Backlog throughout the Sprint. The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum. The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers work through the plan and learn more about the work needed to achieve the Sprint Goal.

? As new work is required, the Developers add it to the Sprint Backlog. As work is performed or completed, the estimated remaining work is updated. When elements of the plan are deemed unnecessary, they are removed. Only the Developers can change its content and order during a Sprint.

References:

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

NEW QUESTION 20

What three things might a Scrum Product Owner focus on to ensure the product delivers value?
 (choose the best three answers)

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

Answer: ABC

Explanation:

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

? To ensure that the product delivers value, a Scrum Product Owner might focus on the following aspects:

? The other options are not valid or relevant aspects that a Scrum Product Owner might focus on to ensure that the product delivers value. They are either too narrow, unrealistic, or unrelated to the product value delivery. They are:

References:

- ? Scrum Guide: <https://www.scrumguides.org/scrum-guide.html>
- ? Product Owner: <https://www.scrum.org/resources/what-is-a-product-owner>
- ? Value: <https://www.scrum.org/resources/blog/value-scrum-value>
- ? Velocity: <https://www.agilealliance.org/glossary/velocity>

NEW QUESTION 25

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 29

True or False: Scrum has a role called "Project Manager".

- A. True
- B. False

Answer: B

Explanation:

Scrum does not have the role of Project Manager. The work is completed by the three roles in the Scrum Team: Product Owner, Development Team, and Scrum Master^{1,2,3}. Project Managers can work on any type of project, while Scrum Masters are exclusive to Scrum projects and Scrum teams².

NEW QUESTION 33

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 36

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 learned^{3,4}. 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 39

The Scrum Team should have all the skills needed to: (choose the best answer)

- A. Complete the project within the date and cost as calculated by the Product Owner.
- B. Do all of the development work, except for specialized testing that requires additional tools and environments.
- C. Turn Product Backlog items into a valuable, useful Increment.

Answer: C

Explanation:

The Scrum Team should have all the skills needed to turn Product Backlog items into a valuable, useful Increment, as this is the primary goal of each Sprint. The Scrum Guide states that "The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal."¹ The Scrum Team should be cross-functional, which means that the Developers have all the skills necessary to create a product Increment.¹ The Scrum Team should also be self-managing, which means that they decide how best to accomplish their work, rather than being directed by others outside the Scrum Team.¹

References:

? 1: The Scrum Guide², page 6

? 2: The Scrum Guide

NEW QUESTION 43

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 44

What are two effective ways for the Scrum Team to make non-functional requirements visible?

(choose the best two answers)

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

Answer: AC

Explanation:

Non-functional requirements are the criteria that define the quality, performance, security, usability, and other aspects of a product¹. They are often implicit or assumed, but they are important to make visible and explicit, as they affect the value and satisfaction of the product². One effective way to make non-functional requirements visible is to add them to the Product Backlog, which is an ordered list of everything that is known to be needed in the product³^[3]. By adding non-functional requirements to the Product Backlog, the Product Owner and the Developers can prioritize, refine, and estimate them, and make them transparent to the stakeholders⁴. Another effective way to make non-functional requirements visible is to add them to the Definition of Done, which is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done⁵. By adding non-functional requirements to the Definition of Done, the Developers can ensure that every Product Backlog item and Increment meets the expected quality standards, and that the work is taken care of every Sprint.

References:

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

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

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

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

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

NEW QUESTION 46

True or False: A Product Owner should measure product value by the increase in the team's velocity.

- A. True
- B. False

Answer: B

Explanation:

A Product Owner should not measure product value by the increase in the team's velocity. This is because:

? Velocity is a measure of how much work a Scrum Team can deliver in a Sprint. It is based on the estimation of Product Backlog items that are selected for a Sprint and completed according to the Definition of Done.

? Velocity is not a measure of product value. It does not reflect how well the product meets the needs and expectations of the customers, users, and stakeholders. It does not reflect how much value or impact the product creates in terms of revenue, satisfaction, or social good.

? Velocity is not a goal or a target for a Scrum Team. It is a planning tool that helps them forecast their future work based on their past performance. It is not a metric that should be used to compare or judge teams or individuals.

? A Product Owner should measure product value by using indicators that are relevant, meaningful, and actionable for their product context. These may include metrics such as customer feedback, usage data, market share, return on investment, or social impact.

References:

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

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

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

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

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

NEW QUESTION 50

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

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

Answer: CDE

Explanation:

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

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

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

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

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

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

References:

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

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

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

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

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

NEW QUESTION 55

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

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

Answer: A

Explanation:

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

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

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

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

? D. Teaching the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much overlap during a Sprint is a suboptimal and inefficient way of coordination that does not leverage the collective intelligence and creativity of the teams. The Product Owner should not rely on a few individuals to order the Product Backlog, but collaborate with all the teams and stakeholders to maximize value delivery.

References:

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

? Scrum Of Scrums - Guide to Agile Scaling Frameworks - Agilest®: "The coordination of the various teams is done in a Scrum of Scrums meeting which can be held daily, twice a week, or at a minimum, once a week. Each Scrum team has its ScrumMaster or a designated team member attend the Scrum of Scrum meeting as its representative."

NEW QUESTION 57

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 59

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

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

Answer: D

Explanation:

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

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

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

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

References:

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

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

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

NEW QUESTION 60

Which two ways of creating Scrum Teams are consistent with Scrum's values? (choose the best two answers)

- A. Managers personally re-assign current subordinates to new teams.
- B. The Chief Product Owner determines the new team structures and assignments.
- C. Managers collaborate to assign individuals to specific teams.
- D. Existing teams propose how they would like to go about organizing into the new structure.
- E. Bring all the people together and let them organize into Scrum Teams.

Answer: DE

Explanation:

The Scrum values are commitment, focus, openness, respect, and courage¹. These values are embodied by the Scrum Team, which is a self-managing unit that organizes its own work and delivers a valuable product². The Scrum Team consists of one Scrum Master, one Product Owner, and Developers^{[3][3]}. The best way to create Scrum Teams is to respect the self-management and empowerment of the people who will do the work, and let them decide how to organize themselves into Scrum Teams. This can be done by bringing all the people together and letting them form Scrum Teams based on their skills, interests, and alignment with the product vision⁴. Alternatively, existing teams can propose how they would like to reorganize themselves into Scrum Teams, based on their feedback and experience⁵. These ways of creating Scrum Teams are consistent with the Scrum values, as they foster commitment, focus, openness, respect, and courage among the team members and stakeholders. The other options are not consistent with the Scrum values, as they involve managers or the Chief Product Owner imposing their decisions on the team members, which undermines their self-management and empowerment, and creates a lack of trust and collaboration.

References:

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

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

[3][3]: The Scrum Guide, November 2020, p. 6

4: Managing Products with Agility, Scrum.org, accessed on December 16, 2023 5: Developing People and Teams, Scrum.org, accessed on December 16, 2023

NEW QUESTION 62

Which best describes the Product Backlog? (choose the best answer)

- A. It is allowed to grow and change as more is learned about the product and its customers.
- B. It contains all foreseeable tasks and requirements from which the Scrum Team can develop and maintain a complete project plan.
- C. It provides just enough information to enable a Scrum Team to start the design phase of a product.
- D. It is baselined to follow change management processes.

Answer: A

Explanation:

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. The other options are not accurate descriptions of the Product Backlog, as it does not contain all foreseeable tasks and requirements, it does not provide just enough information to start the design

phase, and it is not baselined to follow change management processes²³.

1: What is a Product Backlog? | Scrum.org 2: What is a Product Backlog? | Agile Alliance 3: Product Backlog: Definition, Examples & Techniques | Wrike Guide

NEW QUESTION 63

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 67

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

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

Answer: AB

Explanation:

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

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

References:

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

NEW QUESTION 70

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 73

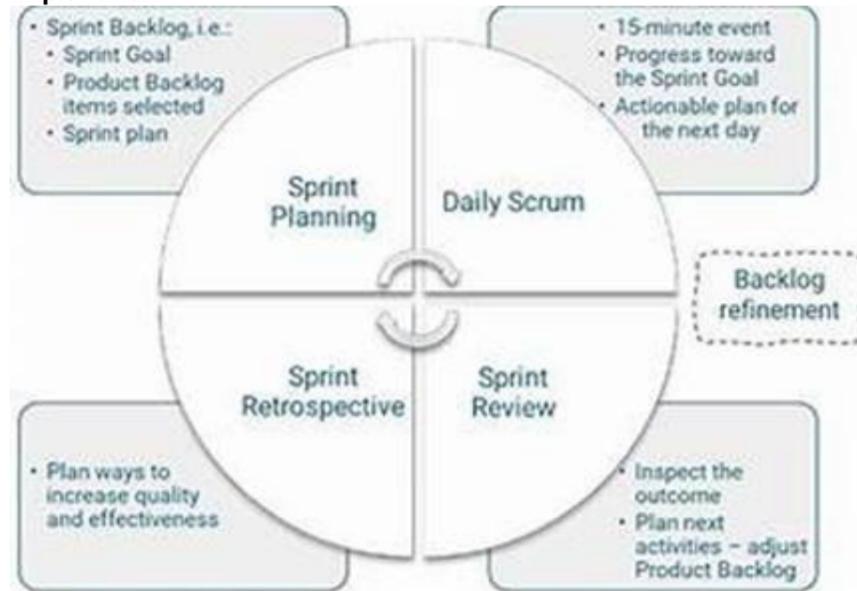
Which are characteristics of the Daily Scrum? (choose the best two answers)

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

F. It is free form and designed to promote conversation.

Answer: BD

Explanation:



Scrum the Daily Scrum is a 15-minute event for the Developers of the Scrum Team that is held at the same time and place every working day of the Sprint. The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work¹. The other options are not characteristics of the Daily Scrum, as it is not facilitated by the team lead, it does not consist of the Scrum Master asking the team for status, it is not held first thing in the morning, and it is not free form and designed to promote conversation²³⁴.

1: What is a Daily Scrum? | Scrum.org 2: What Is the Daily Scrum? | A Guide to the Daily Event - Scrum Alliance 3: What is Daily Scrum? | VivifyScrum 4: Daily Scrum | Definition and Overview - ProductPlan

NEW QUESTION 74

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 76

Which answer best describes the topics covered in Sprint Planning? (choose the best answer)

- A. Who is on the team and what team member roles will be.
- B. How conditions have changed and how the Product Backlog should evolve.
- C. What to do and who will do it.
- D. What can be done, how to do it, and why to do it.
- E. What went wrong in the last Sprint and what to do differently this Sprint.

Answer: D

Explanation:

Sprint Planning is an event where the Scrum Team collaborates on the work to be performed during the Sprint¹. The topics covered in Sprint Planning are: What can be done. The Product Owner proposes how the product could increase its value and utility in the current Sprint, based on the Product Goal, the Product Backlog, and the latest market and stakeholder feedback. The Developers assess the capacity and the technical feasibility of the work, and select the Product Backlog items that they can commit to for the Sprint. The Scrum Team crafts the Sprint Goal, which is a concise statement of the purpose and focus of the Sprint². How to do it. The Developers plan how they will deliver a “Done” product Increment that meets the Sprint Goal. They create a plan for the first days of the Sprint, and decompose the selected Product Backlog items into smaller work items. The Developers also identify any dependencies, risks, or impediments that may affect their work. The resulting plan is captured in the Sprint Backlog, which is owned and managed by the Developers^{[3][3]}. Why to do it. The Product Owner explains the value and the outcome of the work to be done in the Sprint, and how it aligns with the Product Goal and the stakeholder needs. The Product Owner also clarifies the acceptance criteria and the Definition of Done for the Product Backlog items, and answers any questions from the Developers. The Scrum Team ensures that they have a common understanding of the Sprint Goal and the expected product Increment⁴.

References:

- 1: The Scrum Guide, November 2020, p. 9
- 2: The Scrum Guide, November 2020, p. 10
- [3][3]: The Scrum Guide, November 2020, p. 10
- 4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

NEW QUESTION 77

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

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

Answer: B

NEW QUESTION 78

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 79

Who should make sure everyone on the Scrum Team does their tasks for the Sprint? (choose the best answer)

- A. The Project Manager.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Scrum Team.
- E. All of the above.

Answer: D

Explanation:

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

? The Scrum Team is responsible for making sure everyone on the Scrum Team does their tasks for the Sprint. The Scrum Team does not rely on any external authority, manager, or leader to assign or monitor their work. The Scrum Team collaborates and coordinates their work as one unit, without any hand-offs or silos. The Scrum Team also inspects and adapts their work based on empirical evidence and feedback.

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

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

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

? The other options are not valid or relevant answers for who should make sure everyone on the Scrum Team does their tasks for the Sprint. They are either nonexistent or irrelevant roles in Scrum. They are:

References:

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

NEW QUESTION 82

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 86

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