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**Exam Code: PSPO-I**

**Exam Name: Professional Scrum Product Owner I**



## Exam A

### QUESTION 1

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.

**Correct Answer: A, B**

**Section:**

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

The Product Backlog is available to all stakeholders: The Product Owner makes the Product Backlog visible and accessible to everyone who has a stake in the product, such as customers, users, sponsors, managers, or other teams. The availability of the Product Backlog enables transparency, collaboration, feedback, and alignment among all parties involved in the product development.

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:

Each Product Backlog item has a MoSCoW priority: MoSCoW is a technique for prioritizing requirements based on their importance: Must have, Should have, Could have, or Won't have. While this technique can be useful for some products or contexts, it is not a mandatory or universal way to order the Product Backlog items. The Product Owner may use other factors or methods to order the Product Backlog items based on their value and relevance for the product.

The Product Backlog only has work for the next 2 Sprints: This is a too limiting and unrealistic measure for the Product Backlog. The Product Backlog should contain all the work that is known to be needed in the product, not just for the next 2 Sprints. The Product Backlog is a living artifact that evolves as the product and the market change. The Product Owner should continuously refine and update the Product Backlog to reflect the current and future needs and expectations of the customers and users.

The Product Backlog is managed using a web-based tool: This is an irrelevant measure for the Product Backlog's transparency. The Product Owner can use any tool or format to manage the Product Backlog, as long as it is clear, concise, and valuable. The tool or format does not affect the transparency of the Product Backlog itself. What matters more is how the Product Owner communicates and collaborates with the Scrum Team and the stakeholders using the Product Backlog.

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/>

### QUESTION 2

What are the two responsibilities of testers in a Scrum Team?

(choose the best two answers)

- A. Tracking quality metrics.
- B. Scrum has no 'tester' role.

- C. Verifying the work of programmers.
- D. The Developers are responsible for quality.
- E. Finding bugs.

**Correct Answer: B, D**

**Section:**

**Explanation:**

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

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

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

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

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

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

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

Quality: <https://www.scrum.org/resources/blog/quality-scrum-value>

### QUESTION 3

What typically happens if the Product Backlog is not sufficiently clear at Sprint Planning?

(choose the best answer)

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

**Correct Answer: B**

**Section:**

**Explanation:**

If the Product Backlog is not sufficiently clear at Sprint Planning, the Developers will find it difficult to create a Sprint forecast they are confident they can meet. This is because:

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

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

The Product Owner is accountable for ensuring that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it. They must collaborate with the Developers and provide clarifications, feedback, and guidance on what items are most important and valuable for the product.

If the Product Backlog is not sufficiently clear at Sprint Planning, it means that there are items that are not well defined, ordered, or estimated. This may make it hard for the Developers to understand what they are supposed to build and why. It may also make it hard for them to estimate how much work they can do or how long it will take them to do it. This may result in a poor or inaccurate Sprint forecast that may affect the quality or value of the Increment.

Other options, such as the Product Owner selecting the Sprint Goal for the Scrum Team so that work can begin, nothing in particular happening, the Scrum Master not allowing this to happen or looking for a new Scrum Master and re-starting the Sprint, or Sprint Planning being canceled so refinement can be done first, are not valid answers as they do not reflect what typically happens or what should happen in Scrum.

[Scrum Guide], page 14, section "Sprint Planning"

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

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

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

#### QUESTION 4

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.

**Correct Answer: B**

**Section:**

**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.

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

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

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

#### QUESTION 5

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

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

**Correct Answer: D**

**Section:**

**Explanation:**

The work to make sure Product Backlog items conform to the Definition of Done is done by the Developers. This is because:

The Developers are accountable for creating a "Done" Increment in every Sprint. They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.

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

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

Other options, such as the Product Owner, the Quality Assurance Team, the Scrum Team, or the Scrum Master, are not responsible for making sure Product Backlog items conform to the Definition of Done. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a "Done" Increment.

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

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

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

#### QUESTION 6

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

A. True

B. False

**Correct Answer: B**

**Section:**

**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.

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

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

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

#### QUESTION 7

How much of the Sprint Backlog must be defined during the Sprint Planning event?

(choose the best answer)

A. Just enough to understand design and architectural implications.

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

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

**Correct Answer: B**

**Section:**

**Explanation:**

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

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

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

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

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

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

[Scrum Guide], page 14, section "Sprint Planning"

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

[Scrum Guide], page 15, section "Sprint Backlog"

[Scrum Guide], page 14, section "Sprint Planning"

#### QUESTION 8

True or False: An Increment must be released to customers or users at the end of each Sprint.

- A. True
- B. False

**Correct Answer: B**

**Section:**

**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:

Validating assumptions and hypotheses about the product value and quality.

Obtaining feedback and data from real users and customers.

Increasing customer satisfaction and loyalty.

Reducing risks and uncertainties.

Improving transparency and collaboration.

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>

#### QUESTION 9

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.

**Correct Answer: B**

**Section:**

**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:

As much as they can fit into the Sprint, with remaining work deferred to the next Sprint: This is a too vague and unrealistic measure for the amount of work required of the Developers. It does not account for the quality or



value of the product functionality delivered. It also does not respect the timebox or scope of the Sprint. It may lead to incomplete or unfinished work, technical debt, or scope creep.

All development work and at least some testing: This is a too arbitrary and insufficient measure for the amount of work required of the Developers. It does not account for the quality or value of the product functionality delivered. It also does not respect the Definition of Done or the potentially releasable nature of the Increment. It may lead to low-quality or unusable work, defects, or rework.

A proportional amount of time on analysis, design, development, and testing: This is a too restrictive and prescriptive measure for the amount of work required of the Developers. It does not account for the complexity or variability of the product functionality delivered. It also does not respect the self-organization or cross-functionality of the Developers. It may lead to over-engineering or waste.

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>

#### QUESTION 10

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.

**Correct Answer: D**

**Section:**

**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.

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>

#### QUESTION 11

Which is NOT a valid consideration when ordering a Product Backlog?

(choose the best answer)

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

**Correct Answer: D**

**Section:**

**Explanation:**

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

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

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

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>

**QUESTION 12**

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. It is the sole responsibility of the Developers.
- B. The Product Owner cannot attend Sprint Planning without having documented the Sprint Goal in advance.
- C. The Product Owner should come to Sprint Planning with a business objective in mind and work with the Developers to craft the Sprint Goal.
- D. The Product Owner must work with stakeholders to set each Sprint's Goal.
- E. The Product Owner defines the scope for a Sprint and therefore also the Sprint Goal.

**Correct Answer: C**

**Section:**

**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.

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>

**QUESTION 13**

True or False: Sprint Reviews are an opportunity to collect stakeholder feedback.



- A. True
- B. False

**Correct Answer: A**

**Section:**

**Explanation:**

The Sprint Review is an event that occurs at the end of each Sprint, where the Scrum Team and the stakeholders inspect the Increment and adapt the Product Backlog if needed. The Sprint Review is an opportunity for the Product Owner to validate that the Increment meets their expectations and delivers value to the customers and users. The Sprint Review is also an opportunity for the Developers to demonstrate their work and receive feedback from the Product Owner and the stakeholders.

Stakeholders are people external to the Scrum Team who have a stake or interest in the product, such as customers, users, sponsors, managers, or other teams. Stakeholders provide valuable input, feedback, and insights to the Scrum Team regarding the product vision, goals, value proposition, requirements, features, functions, quality, usability, or market conditions.

Collecting stakeholder feedback is one of the main purposes of the Sprint Review. Stakeholder feedback can help the Scrum Team to:

Assess the value and quality of the product Increment and identify any gaps or issues that need to be addressed.

Understand the needs and expectations of the customers and users and discover new opportunities or ideas for improvement or innovation.

Align and collaborate with the stakeholders on the product direction and priorities and ensure transparency and trust.

Adapt the Product Backlog based on the feedback and data and plan for the next Sprint.

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

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

Stakeholders: <https://www.agilealliance.org/glossary/stakeholders>

#### QUESTION 14

What is a Product Owner typically responsible for during a Sprint?

(choose the best two answers)

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

**Correct Answer: B, D**

**Section:**

**Explanation:**

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

A Sprint is a timebox of one month or less within which a "Done" product Increment is created. A Sprint consists of the Sprint Planning, Daily Scrums, the development work, the Sprint Review, and the Sprint Retrospective. A Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.

During a Sprint, a Product Owner is typically responsible for:

Collaborating with stakeholders, users, and customers: The Product Owner engages in frequent and regular interactions with the people who have a stake or interest in the product, such as customers, users, sponsors, managers, or other teams. The Product Owner solicits and incorporates their input, feedback, and insights to understand their needs and expectations, discover new opportunities or ideas, align and collaborate on the product direction and priorities, and validate and deliver value to them.

Working with the Scrum Team on Product Backlog refinement: The Product Owner works closely with the Developers to clarify, refine, and review the Product Backlog items and their acceptance criteria. The Product Owner provides clear and concise descriptions of what is needed and why it is valuable for each Product Backlog item. The Product Owner also empowers and trusts the Developers to make technical decisions and trade-offs that best meet the product goals and quality standards. The Product Owner also involves key stakeholders in defining and prioritizing the Product Backlog items and their acceptance criteria.

The other options are not valid or relevant responsibilities of a Product Owner during a Sprint. They are either too administrative, micromanaging, or unrelated to the product value delivery. They are:

Creating financial reporting upon the spent hours reported by the Developers: This is not a responsibility of a Product Owner during a Sprint. This is an administrative task that does not contribute to the value or quality of the product or service delivered. It may also create unnecessary overhead or bureaucracy for the Developers. The Product Owner should focus on maximizing value rather than tracking hours.

Updating the work plan for the Developers on a daily basis: This is not a responsibility of a Product Owner during a Sprint. This is a micromanaging task that does not respect the self-organization or cross-functionality of the Developers. The Developers are responsible for planning and executing their own work during a Sprint, based on their empirical experience and collaboration. The Developers also update their progress daily during the Daily Scrum event.

Nothing: This is not a valid answer for a Product Owner's responsibility during a Sprint. A Product Owner has many important responsibilities during a Sprint, as mentioned above. A Product Owner should be actively involved in collaborating with stakeholders, users, customers, and Developers throughout a Sprint to maximize value delivery.

Attending every Daily Scrum to answer questions about the Sprint Backlog items: This is not a mandatory responsibility of a Product Owner during a Sprint. The Daily Scrum is an event for the Developers to inspect their progress toward the Sprint Goal and adapt their plan for the next 24 hours. The Daily Scrum is not a status meeting or a reporting session for anyone else. The Product Owner may attend the Daily Scrum as an observer or as an invited participant if they have something valuable to contribute or if they need some clarification from the Developers.

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

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

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

Stakeholders: <https://www.agilealliance.org/glossary/stakeholders>

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

#### QUESTION 15

When should the Product Owner update the project plan?

(choose the best answer)

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

**Correct Answer: B**

**Section:**

**Explanation:**

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

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

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

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

#### QUESTION 16

True or False: Dependencies could influence how the Product Owner orders Product Backlog items.

- A. True
- B. False

**Correct Answer: A**

**Section:**

**Explanation:**

Answer:: TrueDependencies are relationships between Product Backlog items that affect their order of implementation. For example, a Product Backlog item may depend on another one to be completed first, or it may have a dependency on a third-party system or resource. Dependencies could influence how the Product Owner orders Product Backlog items, as they may introduce risks, constraints, or uncertainties that affect the value delivery.

The Product Owner should try to minimize dependencies and order the Product Backlog items in a way that maximizes value and minimizes waste.[Professional Scrum Product Owner], chapter 6: "Dependencies are relationships between Product Backlog items that affect their order of implementation."[Managing Dependencies on Agile Projects]: "Dependencies can have a significant impact on the delivery of value."

#### QUESTION 17

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.

**Correct Answer: A, C, D**

**Section:**

**Explanation:**

Answer:: A, C, and D. 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. [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"

#### QUESTION 18

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.

**Correct Answer: A**

**Section:**

**Explanation:**

Answer:: A. Teach them that it is their responsibility to work with the 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.[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."

#### QUESTION 19

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. The entire Scrum Team is accountable for creating value every Sprint.

**Correct Answer: D**

**Section:**

**Explanation:**

Answer:: D. Never. The entire Scrum Team is accountable for creatingAccording 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.[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"

#### QUESTION 20

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

**Correct Answer: B**

**Section:**

**Explanation:**

False: Product Owners do not have to specify complete acceptance criteria for a Product Backlog item before the Developers can select the item in Sprint Planning.

Acceptance criteria are a set of conditions that a Product Backlog item must satisfy to be considered "Done" and acceptable for delivery.

Acceptance criteria are not mandatory in Scrum, but they can help the Product Owner and the Developers to clarify the expectations and requirements of a Product Backlog item.

Acceptance criteria can be added or refined by the Product Owner at any time, but they should be clear and testable before the Sprint starts.

The Developers can select a Product Backlog item in Sprint Planning based on their understanding of its value, scope, and complexity, as well as their capacity and skills. They can also collaborate with the Product Owner to define or refine the acceptance criteria during Sprint Planning.Reference:Scrum Guide, Section 3.4 (The Product Backlog), Section 5.1 (Sprint Planning), and Section 6.4 (The Increment)

#### QUESTION 21

Why would you expect a Product Owner to care that the Scrum Team adheres to its Definition of Done?  
(choose the best two answers)

- A. The Product Owner should not concern themselves with meeting the Definition of Done, it is the Developer's responsibility.
- B. To be able to punish the team when they do not meet their velocity goal for the Sprint.
- C. To forecast the team's productivity over time.
- D. The Definition of Done can affect the product's total cost of ownership.
- E. To have complete transparency into what has been done at the end of each Sprint.

**Correct Answer: C, D**

**Section:**

**Explanation:**

The Product Owner should care that the Scrum Team adheres to its Definition of Done because:

It helps to forecast the team's productivity over time. By having a clear and consistent Definition of Done, the Product Owner can measure the amount of work that the team can deliver in each Sprint and plan accordingly.

It affects the product's total cost of ownership. By ensuring that the work done by the team meets the quality standards and expectations of the stakeholders, the Product Owner can reduce the risk of technical debt, rework, defects, and maintenance costs in the future.

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

Scrum Guide 2020, page 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 14: "The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration."

#### QUESTION 22

How is management that is external to the Scrum Team involved in the Daily Scrum?

(choose the best answer)

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

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**Correct Answer: C**

**Section:**

**Explanation:**

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

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

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

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

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

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

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

#### QUESTION 23

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.

**Correct Answer: A, B, C**

**Section:**

**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.

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."

#### QUESTION 24

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

A. True

B. False

**Correct Answer: B**

**Section:**

**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.

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."

#### QUESTION 25

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.

**Correct Answer: A**

**Section:**

**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.

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."

#### QUESTION 26

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.

**Correct Answer: A**

**Section:**

**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.

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."

#### QUESTION 27

Which statement best describes Scrum?

(choose the best answer)

- A. A defined and predictive process that conforms to the principles of Scientific Management.
- B. A complete methodology that defines how to develop software.

- C. A framework to generate value through adaptive solutions for complex problems.
- D. A cookbook that defines best practices for software development.

**Correct Answer: C**

**Section:**

**Explanation:**

The best statement that describes Scrum is: A framework to generate value through adaptive solutions for complex problems.

Scrum is a lightweight framework that helps people, teams, and organizations to deliver valuable products in complex and uncertain environments.

Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed. Scrum employs an iterative and incremental approach to optimize predictability and control risk.

Scrum is not a defined and predictive process, a complete methodology, or a cookbook that defines best practices. Scrum provides the minimal boundaries within which teams can self-organize and create innovative solutions. Reference: Scrum Guide, Section 1 (Definition of Scrum) and Section 2 (Uses of Scrum)

#### QUESTION 28

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.

**Correct Answer: D**

**Section:**

**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.

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."

#### QUESTION 29

In order to maximize the value of the product, a Product Owner needs awareness of the following: (choose the best answer)

- A. Competitive research.
- B. Customer feedback.
- C. Product vision.
- D. Forecasting & feasibility.
- E. All of the above.
- F. None of the above.

**Correct Answer: E**

**Section:**

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**Explanation:**

In order to maximize the value of the product, a Product Owner needs awareness of the following:

Competitive research. The Product Owner should be aware of the competitive landscape and the market trends that affect the product. They should know who are the competitors, what are their strengths and weaknesses, how do they differentiate themselves, and what are their strategies and goals. This can help the Product Owner to identify opportunities, threats, and gaps in the market, and to position the product accordingly.

Customer feedback. The Product Owner should be aware of the customer needs, preferences, expectations, and satisfaction with the product. They should collect and analyze feedback from various sources, such as surveys, interviews, reviews, analytics, etc. This can help the Product Owner to validate assumptions, test hypotheses, measure outcomes, and discover insights that can inform the product decisions and priorities.

Product vision. The Product Owner should be aware of the product vision, which is a clear and compelling statement of the desired future state of the product. The product vision describes the purpose, value proposition, target audience, and key features of the product. It also aligns with the organizational vision and mission. This can help the Product Owner to communicate and inspire the stakeholders, to guide and focus the Scrum Team, and to evaluate and adjust the product direction.

Forecasting & feasibility. The Product Owner should be aware of the forecasting and feasibility of the product. They should estimate and plan the scope, time, cost, quality, and risk of delivering the product. They should also assess the technical, operational, legal, ethical, and social feasibility of developing and releasing the product. This can help the Product Owner to optimize the value of the work of the Scrum Team, to manage expectations and dependencies, and to handle uncertainties and changes.

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."

**QUESTION 30**

During a Sprint, when is new work or further decomposition of work added to the Sprint Backlog?

(choose the best answer)

- A. During the Daily Scrum after the Developers approve it.
- B. When the Scrum Master has time to enter it.
- C. When the Product Owner identifies new work.
- D. As soon as possible after it is identified.

**Correct Answer: D**

**Section:**

**Explanation:**

New work or further decomposition of work is added to the Sprint Backlog as soon as possible after it is identified because:

It reflects the current state of the Sprint. The Sprint Backlog is a plan that the Developers create and update throughout the Sprint, based on their progress, learnings, and changes. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can ensure that the Sprint Backlog is transparent, accurate, and up-to-date.

It enables the Developers to self-manage their work. The Developers are accountable for organizing and managing their own work, and they have the authority to change the Sprint Backlog as needed. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can exercise their autonomy and empowerment, and adjust their plan accordingly.

It supports the achievement of the Sprint Goal. The Sprint Goal is a single objective that provides guidance and focus for the Developers throughout the Sprint. By adding new work or further decomposition of work to the Sprint Backlog promptly, the Developers can ensure that their work is aligned with and contributes to the Sprint Goal.

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 10: "The Sprint Goal is a single objective for the Sprint."

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 14: "The Sprint Backlog is composed of ... all of the work needed to deliver a product Increment that meets the Definition of Done."

Scrum Guide 2020, page 14: "The Developers can change the content of the Sprint Backlog throughout the Sprint as more is learned."

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