

# Scrum

## Exam Questions PSPO-I

Professional Scrum Product Owner (PSPO I) Exam



### NEW QUESTION 1

Which two things should the Scrum Team do during the first Sprint? (choose the best two answers)

- A. Make up a plan for the rest of the project.
- B. Define the major product features and a release plan architecture.
- C. Analyze, describe, and document the requirements for the subsequent Sprints.
- D. Build at least one piece of valuable functionality.
- E. Create at least one valuable, useful Increment.

**Answer:** DE

#### **Explanation:**

the first Sprint is the same as any other Sprint, and the Scrum Team should deliver a potentially releasable Increment of "Done" product at its conclusion. This means that the team should build at least one piece of valuable functionality that meets the Definition of Done and aligns with the Sprint Goal. The other options are not things that the Scrum Team should do during the first Sprint, as they are either too detailed, too vague, or too long-term for the Scrum framework. The Scrum Team should not make up a plan for the rest of the project, as Scrum is an empirical process that adapts to changing requirements and feedback<sup>1</sup>. The Scrum Team should not define the major product features and a release plan architecture, as these are the responsibilities of the Product Owner, who should have a vision and a roadmap for the product<sup>2</sup>. The Scrum Team should not analyze, describe, and document the requirements for the subsequent Sprints, as this would violate the principle of emergent design and just-in-time planning<sup>3</sup>.

1: The Scrum Guide | Scrum.org 2: What is a Product Owner? | Scrum.org 3: Emergent Design and Just-in-Time Planning | Scrum.org

### 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

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

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

**Answer:** D

#### **Explanation:**

A Sprint may be cancelled when the Sprint Goal becomes obsolete. This is because:

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

? The Sprint is a container for all other Scrum events and activities. It is a time-box of one month or less during which a "Done" Increment is created that meets the Sprint Goal. The Sprint has a consistent duration throughout a development effort and only changes duration between Sprints.

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

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

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

Other options, such as when the Developers determine the product plan is infeasible, when it becomes clear that not everything will be finished by the end of the Sprint, or when the sales department has an important new opportunity, are not valid reasons for cancelling a Sprint. They may reflect a misunderstanding of what a Sprint Goal is or how Scrum works. References:

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

? [Scrum Guide], page 9, section "Sprint"

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

#### NEW QUESTION 4

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

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

**Answer: B**

#### Explanation:

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

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

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

#### NEW QUESTION 5

True or False: Every Scrum Team must have a Product Owner and Scrum Master.

- A. Fals
- B. A Scrum Master is only required when asked for by the Scrum Team.
- C. Tru
- D. Each must be 100% dedicated to the Scrum Team.
- E. Fals
- F. A Product Owner can be replaced by a subject matter expert in the Scrum Team.
- G. Tru
- H. Outcomes are affected by their participation and availability.

**Answer: D**

#### Explanation:

The Product Owner and the Scrum Master are essential roles in the Scrum Team. They have distinct accountabilities and responsibilities that contribute to the success of the product and the team. The Product Owner is responsible for maximizing the value of the product and the work of the Developers. The Scrum Master is responsible for promoting and supporting Scrum and the Scrum Team. Both roles need to be fully engaged and available to the Scrum Team throughout the Sprint.

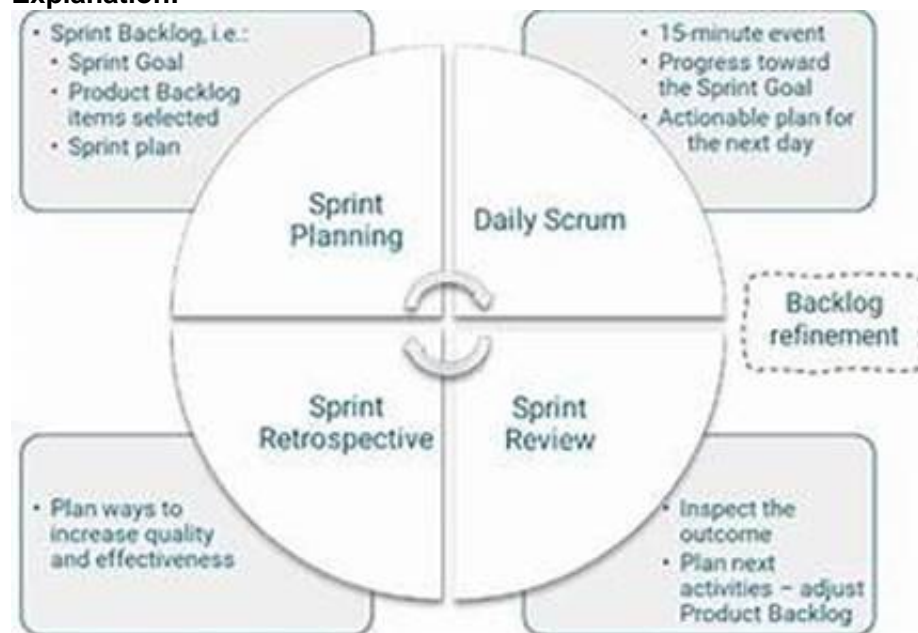
#### NEW QUESTION 6

What are the two primary ways a Scrum Master helps a Scrum Team work at its highest level of productivity? (choose the best two answers)

- A. By keeping high value features high in the Product Backlog.
- B. By facilitating Scrum Team decisions.
- C. By ensuring the meetings start and end at the proper time.
- D. By removing impediments that hinder the Scrum Team.

**Answer: BD**

#### Explanation:



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The two primary ways a Scrum Master helps a Scrum Team work at its highest level of productivity are by facilitating Scrum Team decisions and by removing impediments that hinder the Scrum Team<sup>12</sup>. The Scrum Master is a facilitator and a coach, helping the team remove impediments and facilitating team decisions<sup>12</sup>. This enables the team to focus on their work and maintain their productivity<sup>12</sup>.

#### NEW QUESTION 7

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

- A. Value of Product Backlog items.

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

**Answer:** ABC

**Explanation:**

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

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

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

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

References:

? Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... ordering Product Backlog items; and, ensuring that the Product Backlog is transparent, visible and understood."

? Scrum Guide 2020, page 11: "The ordering of the items in the Product Backlog is the sole responsibility of the Product Owner. They order Product Backlog items to best achieve goals and missions."

? Scrum Guide 2020, page 11: "Higher ordered Product Backlog items are clearer and more refined than lower ordered ones."

**NEW QUESTION 8**

Which statement best describes a Product Owner's responsibility?  
(choose the best answer)

- A. Ensuring that the work meets the commitments to the stakeholders.
- B. Maximizing the value of the work the Scrum Team does.
- C. Keep stakeholders from distracting the Developers.
- D. Directing the Developers.

**Answer:** B

**Explanation:**

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for creating and communicating a vision, ordering the Product Backlog, and ensuring that the best possible job is done to delight customers. The Product Owner does not manage the Developers, but collaborates with them and the Scrum Master to optimize the value delivery. The Product Owner does not ensure that the work meets the commitments to the stakeholders, but rather that the work delivers value to the stakeholders. The Product Owner does not keep stakeholders from distracting the Developers, but rather engages them and manages their expectations.

References:

? Professional Scrum Product Owner™ I Certification

? [The Scrum Guide]

? [The Product Owner]

**NEW QUESTION 9**

As the Sprint Planning progresses, the Developers realize that the workload may be greater than their capacity to complete the work. Which two are valid actions? (choose the best two answers)

- A. Remove or change selected Product Backlog items.
- B. The Developers ensure that the Scrum Team is aware, start the Sprint, and monitor progress.
- C. Recruit additional Developers before the work can begin.
- D. Cancel the Sprint.
- E. The Developers work overtime during this Sprint.

**Answer:** AB

**Explanation:**

According to the Scrum Guide<sup>1</sup>, the Developers are responsible for selecting the amount of work they can do in a Sprint, based on their capacity and past performance<sup>2</sup>. If they realize that the workload may be greater than their capacity, they can either remove or change some of the selected Product Backlog items, or they can start the Sprint and monitor the progress, making adjustments as needed<sup>3</sup>. Recruiting additional Developers, canceling the Sprint, or working overtime are not valid actions, as they would disrupt the Scrum values of commitment, focus, and respect

**NEW QUESTION 10**

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

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

**Answer:** C

**Explanation:**

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

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

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



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

References:

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

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

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

#### NEW QUESTION 10

Who is accountable for managing the progress of work during a Sprint? (choose the best answer)

- A. The Developers.
- B. The most junior member of the team.
- C. The Scrum Master.
- D. The Product Owner.

**Answer: A**

#### Explanation:

The Developers are accountable for managing the progress of work during a Sprint, as they are the ones who plan, execute, and deliver the work. The Scrum Guide states that "The Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint."<sup>1</sup> The Developers are also responsible for conducting the Daily Scrum, a 15-minute event for the Developers to synchronize activities and create a plan for the next 24 hours.<sup>1</sup> The Developers are self-managing, which means they decide how best to accomplish their work, rather than being directed by others outside the Scrum Team.<sup>1</sup>

References:

? 1: The Scrum Guide<sup>2</sup>, page 7

? 2: The Scrum Guide

#### NEW QUESTION 15

A Scrum Team has been working on a product for 9 Sprints. A new Product Owner who is new to Scrum joins the team and understands she is accountable for the Product Backlog.

However, she is unsure about the purpose of the Product Backlog. She has read that the Product Backlog should be a list of all user features for the product. She goes to the Scrum Master asking where to put the other types of requirements that are going to be taken into account. Are all of the following types of requirements acceptable on a Product Backlog?

- Stability requirements
- Performance requirements
- Product Functionality
- Documentation
- Fixes

(choose the best answer)

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

**Answer: A**

#### Explanation:

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

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

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

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

References:

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

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

#### NEW QUESTION 19

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

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

**Answer:** B

**Explanation:**

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

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

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

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

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

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

Other options, such as predicting the team’s productivity over time, knowing what the team will deliver over the next three Sprints, or reprimanding the team when they do not meet their velocity goal for the Sprint, are not valid reasons for wanting the Developers to adhere to its Definition of Done. They may reflect a misunderstanding of what a Definition of Done is or how Scrum works.

References:

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

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

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

**NEW QUESTION 22**

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

A. True

B. False

**Answer:** B

**Explanation:**

? An Increment is a concrete stepping stone toward the product vision. It is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be “Done”, which means it meets the Definition of Done and is usable.

? The Scrum Team decides when and how to release an Increment to customers or users. The Product Owner is responsible for maximizing the value of the product and the work of the Developers, and may decide to release an Increment at any time during or after a Sprint. The Developers are responsible for creating a potentially releasable Increment each Sprint, and may collaborate with the Product Owner and the stakeholders to determine the best way to deliver value.

? Releasing an Increment to customers or users is not mandatory at the end of each Sprint. The Scrum Team may choose to release an Increment more or less frequently, depending on the product goals, market conditions, customer feedback, or technical feasibility. However, releasing an Increment regularly can provide many benefits, such as:

References:

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

? Increment: <https://www.scrum.org/resources/what-is-an-increment>

? Releasing Value: <https://www.scrum.org/resources/blog/releasing-value>

**NEW QUESTION 23**

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

A. True

B. False

**Answer:** B

**Explanation:**

? In Scrum, there is only one product and one Product Backlog for a given product.

The Product Backlog is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of the product. The Product Backlog is ordered by the Product Owner based on the product vision, goals, and value.

? Having multiple Product Backlogs for one product would create confusion, duplication, inconsistency, and waste. It would also make it harder to align the Scrum Teams and the stakeholders on the same product direction and priorities. Therefore, a Product Owner with multiple teams working on one product should not maintain separate Product Backlogs for each team.

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

? In some cases, when there are multiple Scrum Teams working on one product, it may be necessary to have some form of scaling or coordination mechanism to ensure alignment and collaboration among the teams. However, this does not mean that there should be multiple Product Owners or Product Backlogs. Instead, there should be ways to facilitate communication, feedback, integration, and transparency among the teams and with the Product Owner. For example, some frameworks or practices that can help with scaling Scrum are Nexus, LeSS, SAFe, or Scrum of Scrums.

References:

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

? Nexus: [1]

? LeSS: [2]

? SAFe: [3]

? Scrum of Scrums: [4]

**NEW QUESTION 24**

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 26**

What does it mean for a Scrum Team to be cross-functional?  
(choose the best answer)

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

**Answer:** B

**Explanation:**

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

According to the Scrum Guide<sup>1</sup>, “Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint.” This implies that the team does not depend on external resources or specialists to deliver a product increment. The other options do not reflect the true meaning of cross-functionality in Scrum.

1: The Scrum Team | Scrum.org

**NEW QUESTION 30**

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

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

**Answer:** C

**Explanation:**

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

References:

? The Scrum Guide

? Understanding and Applying the Scrum Framework

? Professional Scrum Product Owner™ I Certification

**NEW QUESTION 31**

True or False: A Product Owner is essentially the same thing as a traditional Project Manager.

- A. True
- B. False

**Answer:** B

**Explanation:**

? A Product Owner is not the same thing as a traditional Project Manager. A Product Owner is a role in Scrum, a framework for developing, delivering, and sustaining complex products. A Project Manager is a role in traditional project management, a discipline for planning, executing, and controlling projects.

? A 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 Project Manager is accountable for delivering the project within the predefined scope, time, and cost constraints. The Project Manager is responsible for defining and managing the project plan, resources, risks, issues, and dependencies. The Project Manager coordinates and controls the activities of the project team and the stakeholders and ensures that the project meets the quality standards and expectations.

? Some of the main differences between a Product Owner and a Project Manager are:

Product Owner	Project Manager
Focuses on <b>value</b> delivery	Focuses on <b>plan</b> delivery
Empowers and collaborates with the <b>Scrum Team</b>	Directs and monitors the <b>project team</b>
Adapts to <b>emerging requirements</b>	Follows <b>fixed requirements</b>
Orders items by <b>value and priority</b>	Schedules tasks by <b>dependencies and milestones</b>
Inspects and adapts based on <b>feedback and data</b>	Reports and controls based on <b>status and variance</b>

References:

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

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

? Project Manager: <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>

### NEW QUESTION 34

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 processes<sup>23</sup>.

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 38

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product.

What are two good options for the Scrum Master? (choose the best two answers)

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

**Answer:** AD

#### Explanation:

If a stakeholder is unhappy with the quality of the product, the Scrum Master can coach the Product Owner on how to effectively communicate this concern to the Developers<sup>1</sup>. The Scrum Master can also encourage the Product Owner to put quality specifications on the Product Backlog<sup>1</sup>. This allows the Developers to understand the stakeholder's expectations and work towards meeting them<sup>1</sup>. The Developers are responsible for building quality into the product, but the stakeholders (through the Product Owner) are responsible for setting what is expected in terms of product and process quality<sup>1</sup>.

### NEW QUESTION 39

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 Sprint<sup>1</sup>. The Product Owner is responsible for maximizing the value of the product resulting from the work of the Scrum Team<sup>1</sup>. The Developers are responsible for creating a Done Increment that meets the Sprint Goal<sup>1</sup>. The Scrum Master is responsible for establishing Scrum as defined in the Scrum Guide and helping everyone understand Scrum theory, practices, rules, and values<sup>1</sup>. References:

? Scrum Guide

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

? The Professional Product Owner

### NEW QUESTION 41

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 42**

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 work<sup>1</sup>. 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 conversation<sup>234</sup>.

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 46**

What happens if the Scrum Team cannot complete its work by the end of the Sprint? (choose the best answer)

- A. The Sprint length is unchanged and the Scrum Team continuously learns and adapts.
- B. The Sprint is extended and future Sprints use this new duration.
- C. The Sprint is extended temporarily
- D. Lessons are taken to ensure it does not happen again.

**Answer:** A

**Explanation:**

If the Scrum Team cannot complete its work by the end of the Sprint, the Sprint does not get extended. Instead, the unfinished Sprint Backlog Items go back to the Product Backlog and can be addressed in the following Sprint<sup>12</sup>. This approach allows the team to get better at estimating and reduces complexity due to the consistency of the Scrum Events<sup>2</sup>. The Scrum Team continuously learns and adapts<sup>12</sup>.

**NEW QUESTION 48**

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

- A. True
- B. False

**Answer: B**

**Explanation:**

The Product Owner does not make sure the Developers select enough from the Product Backlog for a Sprint to satisfy the stakeholders. The Developers are the ones who determine how many Product Backlog items they select for a Sprint, based on their capacity and the Sprint Goal<sup>1</sup>. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers<sup>2</sup>. The Product Owner is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog<sup>3</sup><sup>[3]</sup>. The Product Owner does not have the authority to tell the Developers how much work they should do, as this would violate the principle of self-management<sup>4</sup>. References:

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

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

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

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

**NEW QUESTION 53**

When can Developers cancel a Sprint? (choose the best answer)

- A. When functional expectations are not well understood.
- B. When the selected Product Backlog items for the Sprint become unachievable.
- C. They cannot
- D. Only Product Owners can cancel Sprints.
- E. When the Product Owner is absent too often.
- F. When a technical dependency cannot be resolved.

**Answer: C**

**Explanation:**

According to the Scrum Guide, a Sprint can be canceled before the Sprint time-box is over. Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Developers, or the Scrum Master. A Sprint would be canceled if the Sprint Goal becomes obsolete. This might occur if the company changes direction or if market or technology conditions change. In general, a Sprint should be canceled if it no longer makes sense given the circumstances. But, due to the short duration of Sprints, cancellation rarely makes sense. Developers cannot cancel a Sprint on their own, even if they face challenges or difficulties with the selected Product Backlog items, the functional expectations, the technical dependencies, or the Product Owner's availability. Instead, they should collaborate with the Product Owner and the Scrum Master to find the best way to deliver value within the Sprint and adapt to the changing situation. References:

? The Scrum Guide

? Understanding and Applying the Scrum Framework

? Professional Scrum Product Owner™ I Certification

**NEW QUESTION 58**

During a Sprint Retrospective, the Developers propose moving the Daily Scrum to only occur on Tuesdays and Thursdays. Which two are the most appropriate responses for the Scrum Master to recommend? (choose the best two answers)

- A. Have the Developers vote.
- B. Acknowledge and support the self-managing team's decision.
- C. Coach the team on why the Daily Scrum is important as an opportunity to update the plan.
- D. Consider the request and decide on which days the Daily Scrum should occur.
- E. Learn why the Developers want this and work with them to improve the outcome of the Daily Scrum.

**Answer: CE**

**Explanation:**

The Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices<sup>1</sup>. The Scrum Master also facilitates Scrum events as requested or needed<sup>2</sup>. 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 necessary<sup>3</sup><sup>[3]</sup>. It is a key opportunity for the Developers to plan their work for the next 24 hours and collaborate on any challenges or impediments<sup>4</sup>. The Scrum Master should coach the team on the purpose and value of the Daily Scrum, and help them find ways to make it more effective and enjoyable. The Scrum Master should also learn why the Developers want to reduce the frequency of the Daily Scrum, and work with them to address any underlying issues or concerns. The Scrum Master should not impose a decision on the team, nor delegate the decision to a vote, as these actions would undermine the self-management and empowerment of the Developers<sup>5</sup>.

References:

? 1: The Scrum Guide, November 2020, p. 7

? 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

**NEW QUESTION 59**

During the Sprint Retrospective a Scrum Team has identified several high priority process improvements. Which of the following statements is most accurate? (choose the best answer)

- A. The Scrum Team may add the items to the Sprint Backlog for the next Sprint.
- B. The Scrum Team should decline to add a process improvement to the Sprint Backlog when things are running smoothly.
- C. The Scrum Team should choose at least one high priority process improvement to place in the Product Backlog.
- D. The Scrum Master selects the most important process improvement and places it in the Sprint Backlog

**Answer:** A

**Explanation:**

The Scrum Guide states that "By the end of the Sprint Retrospective, the Scrum Team should have identified improvements that it will implement in the next Sprint. Implementing these improvements in the next Sprint is the adaptation to the inspection of the Scrum Team itself."<sup>1</sup> This means that the Scrum Team may add the high priority process improvements to the Sprint Backlog for the next Sprint, as part of their plan to deliver the Increment and achieve the Sprint Goal. The Sprint Backlog is owned and managed by the Developers, who can update it throughout the Sprint as more is learned.<sup>1</sup> References:

? 1: The Scrum Guide<sup>2</sup>, page 16

? 2: The Scrum Guide

**NEW QUESTION 62**

The Product Owner is the person who will be held accountable if a product does not achieve its goals or deliver value. Does this mean that the Product Owner has the final say over the Definition of Done?

(choose the best answer)

- A. Yes, the Product Owner decides the Definition of Don
- B. The Developers may be consulted.
- C. No, the Scrum Team decides the Definition of Done, if it is not a standard of the organizatio
- D. The Product Owner is just one member of the Scrum Team.

**Answer:** B

**Explanation:**

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

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

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

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

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

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

References:

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

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

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

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

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

**NEW QUESTION 65**

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

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

**Answer:** AD

**Explanation:**

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

? Customer satisfaction is a measure of how well the product meets the needs and expectations of the customers<sup>5</sup>. It reflects the value proposition of the product and the feedback from the users.

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

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

References:

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

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

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

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

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

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

**NEW QUESTION 66**

Which of the following is required by Scrum?

(choose the best answer)

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

**Answer:** A

**Explanation:**

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

? The Scrum Guide

? Understanding and Applying the Scrum Framework

? Professional Scrum Product Owner™ I Certification

**NEW QUESTION 68**

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