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QUESTION 1

What is the Product Owner responsible for during the Sprint Retrospective?

(choose the best answer)

A. Summarizing and reporting the discussions to the stakeholders that they represent in the Scrum Team.

B. The Product Owner should not take part in Sprint Retrospective.

C. Participating as a Scrum Team member.

D. Capturing requirements for the Product Backlog.

Correct Answer: C

QUESTION 2

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: ACD

Correct Answers: A, C, and D.

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

discussion in a Sprint Retrospective are:

Team relations: The Scrum Team should discuss how they communicated, interacted, and supported each other during the Sprint. They should celebrate their successes, acknowledge their challenges, and address any conflicts or issues that

arose. They should also share feedback, appreciation, and suggestions for improvement with each other.

How the Scrum Team does its work: The Scrum Team should inspect the methods, tools, and practices they used to deliver the product increment. They should evaluate what worked well and what could be improved. They should also

identify any impediments, risks, or dependencies that affected their work and how they handled them.

Definition of Done: The Scrum Team should review their Definition of Done and check if it is still relevant, clear, and

achievable. They should also assess how well they adhered to it and if they delivered a potentially releasable product

increment that meets the quality standards. They should also consider if they need to update or adapt their Definition of Done based on new insights or feedback. The following topics are not appropriate for discussion in a Sprint

Retrospective:

The value of work currently represented in the Product Backlog: The value of the Product Backlog items is the responsibility of the Product Owner, who should continuously refine and order them based on stakeholder needs and feedback.

The value of the Product Backlog items is not directly related to how the Scrum Team works together and does not affect their improvement actions for the next Sprint.

Arranging the Sprint Backlog for the next Sprint: The Sprint Backlog is the plan for the next Sprint that is created by the Scrum Team during the Sprint Planning event. The Sprint Backlog is based on the Product Backlog items that are

selected for the next Sprint and how the Developers intend to accomplish them. The Sprint Retrospective is not a planning event but a reflection event that focuses on the past Sprint.

References:

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

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

Scrum.org: "During each Sprint Retrospective, the Scrum Team plans ways to increase product quality by improving work processes or adapting the definition of "Done" if appropriate and not in conflict with product or organizational

standards."

The Sprint Retrospective - What It Is and 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 3

When is a Product Backlog item considered complete?

(choose the best answer)

A. When the item has gained product sponsor approval.

B. When the item passes all acceptance criteria.

C. When the item meets the Definition of Done.

D. At the end of the Sprint.

Correct Answer: C

Explanation: The Definition of Done is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done1. A Product Backlog item is considered complete when it meets the Definition

of Done, which means that it is usable and potentially releasable, and that it meets the quality standards set by the Scrum Team and the stakeholders2. The other options are not sufficient to determine the completeness of a Product Backlog

item, as they may not reflect the actual value and quality of the product.

References:

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

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

QUESTION 4

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

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

QUESTION 5

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.

Correct Answer: B

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

According to the Scrum Guide1, "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint." This implies that the team does not depend on external resources or specialists to deliver a

product increment. The other options do not reflect the true meaning of cross-functionality in Scrum.

1: The Scrum Team | Scrum.org

QUESTION 6

The Scrum Team should have all the skills needed to:

(choose the best answer)

A. Complete the project within the date and cost as calculated by the Product Owner.

B. Do all of the development work, except for specialized testing that requires additional tools and environments.

C. Turn Product Backlog items into a valuable, useful Increment.

Correct Answer: C

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

1: The Scrum Guide2, page 6

2: The Scrum Guide

QUESTION 7

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.

Correct 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 OwnerTM I Certification [The Scrum Guide]

[The Product Owner]

QUESTION 8

The "cone of uncertainty" can be used to do what? (choose the best answer)

A. Determine whether to cut quality, similar to the "Iron Triangle" of project management.

B. Determine the cost of a project before it begins.

C. Illustrate that as a project forecast lengthens, it is increasingly less certain.

D. Determine the length of the next Sprint.

Correct Answer: C

The "cone of uncertainty" is a graphical representation of the degree of uncertainty in a project estimate over time. It shows that the range of possible outcomes is wider at the beginning of the project and narrows down as the project

progresses and more information becomes available.

The "cone of uncertainty" can be used to illustrate that as a project forecast lengthens, it is increasingly less certain. This means that the longer the time horizon for a project, the more variability and risk there is in the estimate. This also

implies that shorter iterations and frequent feedback can help reduce uncertainty and improve accuracy.

The "cone of uncertainty" cannot be used to determine whether to cut quality, similar to the "Iron Triangle" of project management. The "Iron Triangle" is a model that shows the trade-offs between scope, time, and cost in a project. Quality is

often considered as a fourth dimension that is affected by these three factors. Cutting quality is not a desirable option for any project, especially for Scrum projects that value delivering high-quality products that meet customer needs. The

"cone of uncertainty" cannot be used to determine the cost of a project before it begins. The cost of a project depends on many factors, such as the scope, the resources, the complexity, the risks, and the market conditions. The "cone of

uncertainty" only shows the range of possible outcomes based on the available information at a given point in time. It does not provide a definitive or accurate estimate of the cost before the project starts.

The "cone of uncertainty" cannot be used to determine the length of the next Sprint. The length of the next Sprint is determined by the Scrum Team based on their empirical experience and their ability to deliver a potentially releasable

Increment of value. The "cone of uncertainty" does not provide any guidance on how long a Sprint should be or how much work can be done in a Sprint.

References:

Scrum Guide: https://www.scrumguides.org/scrum-guide.html Cone of Uncertainty: https://www.agilealliance.org/glossary/cone-of-uncertainty/

QUESTION 9

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

(choose the best two answers)

A. Attending every Daily Scrum to answer questions about the Sprint Backlog items.

B. Creating financial reporting upon the spent hours reported by the Developers.

C. Nothing.

D. Updating the work plan for the Developers on a daily basis.

E. Collaborating with stakeholders, users, and customers.

F. Working with the Scrum Team on Product Backlog refinement.

Correct Answer: EF

Explanation: The Product Owner is typically responsible for collaborating with stakeholders, users, and customers to understand their needs and expectations, and to validate the value of the product. The Product Owner is also responsible for

working with the Scrum Team on Product Backlog refinement, which is the act of adding detail, estimates, and order to Product Backlog items.1 These two responsibilities help the Product Owner to maximize the value of the product and the

work of the Developers.

References:

1: The Scrum Guide2, page 18

2: The Scrum Guide

QUESTION 10

When must the Product Owner participate in the Daily Scrum?

(choose the best answer)

A. When the Scrum Master asks the Product Owner to attend.

B. When the Product Owner is actively working on items on the Sprint Backlog; however, they participate as a Developer.

C. When there are impediments to discuss.

D. When the Product Owner needs to represent the stakeholders\\' point of view to the Developers.

Correct Answer: B

QUESTION 11

Who is responsible for the sizing of Product Backlog items?

(choose the best answer)

A. The Product Owner with input from the Developers.

B. The Scrum Master.

C. The Developers, alone.

D. The Developers after clarifying requirements with the Product Owner.

E. The most senior people in the organization, including architects and subject matter experts.

Correct Answer: D

According to Scrum.org, the Developers who will be doing the work are responsible for the sizing of Product Backlog items1. The Product Owner may influence the Developers by helping them understand and select trade-offs1. This implies that the Developers size the items after clarifying requirements with the Product Owner1.

QUESTION 12

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.

Correct Answer: C

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 OwnerTM I Certification

QUESTION 13

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 final say over the Definition of Done?

(choose the best answer)

A. Yes, the Product Owner decides the Definition of Done. The Developers may be consulted.

B. No, the Scrum Team decides the Definition of Done, if it is not a standard of the organization. The Product Owner is just one member of the Scrum Team.

Correct Answer: B

Explanation: The Definition of Done is a shared understanding of what it means for work to be complete, and to ensure transparency. The Scrum Guide states that "The Developers are required to conform to the Definition of Done, as defined

by the Scrum Team. If there are multiple Scrum Teams working together on a product, they must mutually define and comply with the same Definition of Done."1 This means that the Product Owner does not have the final say over the

Definition of Done, but rather collaborates with the Developers and the Scrum Master to agree on the quality standards and expectations for the product.

References:

1: The Scrum Guide2, page 14

2: The Scrum Guide

QUESTION 14

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.

Correct Answer: B

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."

QUESTION 15

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

A. True

B. False

Correct Answer: A

The Scrum Team is a self-organizing and cross-functional team that delivers valuable products in an agile way. The Scrum Team consists of one Product Owner, one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint. 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 is accountable for creating a valuable increment every Sprint, not just once or occasionally. This means that the Scrum Team must deliver a product functionality that provides value to the customers and users and contributes to the product goals and missions. The value of an increment can be measured by various factors, such as customer satisfaction, feedback, revenue, market share, or social impact. The Scrum Team is also accountable for creating a valuable increment every Sprint, not just any increment. This means that the Scrum Team must deliver a product functionality that meets the quality standards and expectations of the customers and users and complies with the Definition of Done. The quality of an increment can be measured by various factors, such as usability, reliability, performance, security, or maintainability. References: Scrum Guide: https://www.scrumguides.org/scrum-guide.html Scrum Team: https://www.scrum.org/resources/what-is-a-scrum-team Increment: https://www.scrum.org/resources/what-is-an-increment

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