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QUESTION 1

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

The length of a Sprint is the timebox within which the Scrum Team creates a potentially releasable product Increment. The Sprint is a container for all the other Scrum events, such as the Sprint Planning, the Daily Scrum, the Sprint Review,

and the Sprint Retrospective. The Sprint is also a feedback loop that allows the Scrum Team and the stakeholders to inspect and adapt the product and the process.

The length of a Sprint should be no more than one calendar month. This is the maximum duration allowed by Scrum, as longer Sprints can increase the complexity and risk of the product development. Longer Sprints can also reduce the

agility and responsiveness of the Scrum Team to changing customer needs and market conditions.

The length of a Sprint should also be short enough to keep the business risk acceptable to the Product Owner. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The

Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the

interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time. The length of a Sprint affects how frequently and effectively the Product Owner can validate, verify, and deliver

value to the customers and users.

The length of a Sprint should also be short enough to be able to synchronize the development work with other business events. The Scrum Team operates within a broader organizational context that may have other events, cycles, or

deadlines that affect or depend on product development. For example, there may be marketing campaigns, sales promotions, regulatory compliance, or contractual obligations that require coordination and alignment with the product delivery.

The length of a Sprint affects how well and timely the Scrum Team can synchronize their work with these other business events.

References:

Scrum Guide: https://www.scrumguides.org/scrum-guide.html Sprint: https://www.scrum.org/resources/what-is-a-sprint-in-scrum Product Owner: https://www.scrum.org/resources/what-is-a-product-owner

QUESTION 2

What three things might a Scrum Product Owner focus on to ensure the product delivers value?

(choose the best three answers)

A. How much of the functionality of the product is being used.

B. Direct customer feedback.

C. How quickly or easily the product can be absorbed and used by its customers.

D. Velocity is increasing over time.

E. Minimizing changes to project scope.

Correct Answer: ABC

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and

the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the

right time.

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

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

References:

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

glossary/velocity

QUESTION 3

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

A. True

B. False

Correct Answer: A

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

and anything else that can deliver value to the customers and users of the product.

The Product Owner is accountable for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner

represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time.

The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality,

testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and

suggest improvements and innovations.

All planned work for the Product done by the Scrum Team must originate from the Product Backlog. The Scrum Team does not work on anything that is not in the Product Backlog. The Scrum Team does not add or remove anything from the

Product Backlog without consulting with the Product Owner. The Scrum Team does not accept or implement any requests or changes that are not in the Product Backlog. The Scrum Team does not create any other artifacts or documents that

are not derived from or related to the Product Backlog.

References:

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

www.scrum.org/resources/what-is-a-developer-in-scrum

QUESTION 4

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 5

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.

Correct Answer: A

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."[1] 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.[1] 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.[1] References:

1: The Scrum Guide2, page 7

2: The Scrum Guide

QUESTION 6

The Developers find out during the Sprint that they are not likely to build everything they forecast. What would you expect a Product Owner to do?

(choose the best answer)

A. Skip Product Backlog refinement activities.

B. Inform management that more Developers are needed.

C. Change the Sprint Goal.

D. Re-work the selected Product Backlog items with the Developers to meet the Sprint Goal.

E. Cancel the Sprint.

Correct Answer: D

Explanation: If the Developers find out during the Sprint that they are not likely to build everything they forecast, the best response from the Product Owner is to re-work the selected Product Backlog items with the Developers to meet the

Sprint Goal. This is because:

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

are accountable for creating a "Done" Increment in every Sprint. They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete. The 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. If the Developers find out during the Sprint that they are not likely to build everything they forecast, it means that there is a gap between their initial plan and

their actual progress. This may happen due to various reasons, such as new insights, changing requirements, technical challenges, or unforeseen circumstances.

In this situation, the Product Owner should work with the Developers to re-work the selected Product Backlog items to meet the Sprint Goal. This may involve adding, removing, or modifying some items, as long as they still support the Sprint

Goal and deliver value. The Product Owner should also communicate any changes or impacts to the stakeholders and customers as appropriate. Other options, such as skipping Product Backlog refinement activities, informing management

that more Developers are needed, changing the Sprint Goal, or canceling the Sprint, are not valid responses from the Product Owner as they do not reflect what should happen in Scrum or how to deal with uncertainty and complexity.

References:

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

[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"

QUESTION 7

Who is accountable for tracking the remaining work toward the Sprint Goal?

(choose the best answer)

A. The Developers.

B. The Project Manager.

C. The Product Owner.

D. The Scrum Master.

Correct Answer: A

The Developers are the ones who are accountable for tracking the remaining work toward the Sprint Goal. The Developers are self-managing and decide how much work they can do in a Sprint1. They also create and update the Sprint Backlog, which is the plan for how the Developers will achieve the Sprint Goal, and the single source of truth for the work to be done in the Sprint2. The Developers use the Daily Scrum to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary[3][3]. The Product Owner, the Scrum Master, and the Project Manager (if any) do not have the accountability for tracking the remaining work toward the Sprint Goal, as this is the responsibility of the Developers. References:

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

2: The Scrum Guide, November 2020, p. 10 [3][3]: The Scrum Guide, November 2020, p. 11

QUESTION 8

A Product Backlog is:

(choose the best three answers)

A. An exhaustive list of upfront approved requirements to be implemented.

B. Managed by the Product Owner.

C. An inventory of things to be done for the Product.

D. Ordered based on priority, value, dependencies, and risk.

E. Only visible to the Product Owner and stakeholders.

Correct Answer: BCD

Explanation: A Product Backlog is:

Managed by the Product Owner. 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.

An inventory of things to be done for the Product. The Product Backlog contains all the features, functions, requirements, enhancements, and fixes that constitute the changes to be made to the product in future releases. The Product Backlog

items have a description, an order, an estimate, and a value. Ordered based on priority, value, dependencies, and risk. The Product Owner orders the Product Backlog items based on various factors that affect their importance and urgency

for the product. These may include customer needs, business value, stakeholder feedback, technical dependencies, or market opportunities.

Other options, such as an exhaustive list of upfront approved requirements to be implemented or only visible to the Product Owner and stakeholders, are not valid descriptions of a Product Backlog. They may reflect a misunderstanding of

what a Product Backlog is or how Scrum works.

References:

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

[Scrum Guide], page 11, section "Product Backlog" [Professional Scrum Product OwnerTM Training], page 7, section "Product Backlog Management"

QUESTION 9

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

A. Add security concerns to the Definition of Done.

B. Delegate the work to the security department.

C. Have the Scrum Team create Product Backlog items for each concern.

D. Add a Sprint to specifically resolve all security concerns.

E. Postpone the work until a specialist can perform a security audit and create a list of security-related Product Backlog items.

Correct Answer: AC

These are the best answers because they ensure that security concerns are addressed in a transparent and consistent way. By adding security criteria to the Definition of Done, the Scrum Team can make sure that every Increment meets a

high standard of quality and security. By creating Product Backlog items for specific security concerns, the Scrum Team can prioritize and plan them in collaboration with the Product Owner and stakeholders.

References:

Scrum Guide, page 14: "The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product." Scrum Guide, page 15: "The Product Backlog is an emergent, ordered list of

what is needed to improve the product."

QUESTION 10

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.

Correct Answer: AD

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 customers5. 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 OwnerTM Training, page 5, section "Product Value" Professional Scrum Product OwnerTM Training, page 6, section "Product Vision" Professional Scrum Product OwnerTM Training, page 7, section "Product

Backlog Management"

Professional Scrum Product OwnerTM Training, page 8, section "Release Management"

Professional Scrum Product OwnerTM Training, page 9, section "Business Strategy"

Professional Scrum Product OwnerTM Training, page 10, section "Stakeholders and Customers"

QUESTION 11

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

QUESTION 12

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

A. False. A Scrum Master is only required when asked for by the Scrum Team.

B. True. Each must be 100% dedicated to the Scrum Team.

C. False. A Product Owner can be replaced by a subject matter expert in the Scrum Team.

D. True. Outcomes are affected by their participation and availability.

Correct 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.

QUESTION 13

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

A. True

B. False

Correct Answer: A

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: References: 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

You have just been hired by a company new to Scrum. Your management has assigned you to be the Scrum Master of six new Scrum Teams. These teams will build one product. Select two conditions you should strive for in this scenario.

(choose the best two answers)

A. Each Scrum Team should have a separate Product Backlog.

B. There should be only one Product Owner.

C. The product has one Product Backlog.

D. There should be six Product Owners, one for each Scrum Team.

E. There should be six Product Owners, reporting to a Chief Product Owner.

Correct Answer: BC

In Scrum, there is only one product and one Product Backlog for a given product. The Product Backlog is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements,

fixes, and anything else that can deliver value to the customers and users of the product. The Product Backlog is ordered by the Product Owner based on the product vision, goals, and value.

Having multiple Product Backlogs for one product would create confusion, duplication, inconsistency, and waste. It would also make it harder to align the Scrum Teams and the stakeholders on the same product direction and priorities.

Therefore, each Scrum Team should not have a separate Product Backlog. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for

managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake

in the product and ensures that the Scrum Team works on the right things at the right time.

Having multiple Product Owners for one product would create conflicts, overlaps, gaps, and inefficiencies. It would also make it harder to maintain a clear and consistent product vision, strategy, roadmap, and backlog. Therefore, there should

be only one Product Owner for one product.

In some cases, when there are multiple Scrum Teams working on one product, it may be necessary to have some form of scaling or coordination mechanism to ensure alignment and collaboration among the teams. However, this does not

mean that there should be multiple Product Owners or Product Backlogs. Instead, there should be ways to facilitate communication, feedback, integration, and transparency among the teams and with the Product Owner. For example, some

frameworks or practices that can help with scaling Scrum are Nexus, LeSS, SAFe, or Scrum of Scrums.

References:

Scrum Guide: https://www.scrumguides.org/scrum-guide.html Nexus: https://www.scrum.org/resources/what-is-nexus LeSS: https://less.works/

SAFe: https://www.scaledagileframework.com/

Scrum of Scrums: https://www.agilealliance.org/glossary/scrum-of-scrums/

QUESTION 15

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

The Sprint Goal is a short statement of what the Scrum Team intends to achieve during a Sprint. It provides guidance and direction for the Scrum Team, as well as a basis for inspecting and adapting the product and the process. The Sprint Goal is aligned with the product vision and goals, and it reflects the value and purpose of the Sprint. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time. The Developers are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations. The Sprint Planning is an event that occurs at the beginning of each Sprint, where the Scrum Team plans how to deliver a valuable product Increment. The Sprint Planning consists of two topics: What can be done this Sprint? and How will the chosen work get done? The outcome of the Sprint Planning is an agreed-upon Sprint Goal, a Sprint Backlog, and a plan for delivering the Increment. The responsibility of crafting the Sprint Goal is shared by both the Product Owner and the Developers. The Product Owner should come to Sprint Planning with a business objective in mind, based on their understanding of the product vision, goals, value proposition, stakeholder feedback, market conditions, or other relevant factors. The Product Owner should propose how this objective can be achieved by selecting some Product Backlog items that can deliver value to customers or users. The Developers should collaborate with the Product Owner to craft a clear and concise Sprint Goal that expresses what they want to accomplish as a team during this Sprint. The Developers should also ensure that they have enough capacity and skills to deliver on this Sprint Goal. References: Scrum Guide: https://www.scrumguides.org/scrum-guide.html Sprint Goal: https://www.scrum.org/resources/what-is-a-sprint-goal Product Owner: https://www.scrum.org/resources/what-is-a-product-owner Developers: https://www.scrum.org/ resources/what-is-a-developer-in-scrum Sprint Planning: https://www.scrum.org/resources/what-is-sprint-planning

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