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QUESTION 1

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

(choose the best two answers)

A. Attending the Sprint Retrospective.

B. Attending the Sprint Review.

C. Ordering Product Backlog items.

D. Developing and communicating the Product Goal.

Correct Answer: AB

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

of the responsibilities that can be delegated to others are:

Attending the Sprint Retrospective. The Sprint Retrospective is an event where the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done. The purpose of the

Sprint Retrospective is to plan ways to improve quality and effectiveness. The Product Owner may attend the Sprint Retrospective as one of the Scrum Team members who has a stake in the outcome of the product development. However,

they can also choose not to attend or delegate their attendance to someone else who can represent their interests and perspectives. Attending the Sprint Review. The Sprint Review is an event where the Scrum Team and stakeholders

inspect the Increment and adapt the Product Backlog if needed. The purpose of the Sprint Review is to elicit feedback and foster collaboration. The Product Owner is accountable for ensuring that key stakeholders attend the Sprint Review

and that they understand what has been done and what can be done next. However, they can also delegate some of their tasks to others who can facilitate or present the Increment on their behalf. Other options, such as ordering Product

Backlog items or developing and communicating the Product Goal, are not responsibilities that can be delegated to others by the Product Owner. They are essential accountabilities that only the Product Owner can perform.

References:

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

[Scrum Guide], page 18, section "Sprint Retrospective" [Scrum Guide], page 17, section "Sprint Review"

[Scrum Guide], page 11, section "Product Backlog" [Scrum Guide], page 10, section "Product Goal"

QUESTION 2

True or False: The Sprint Backlog is a result of Sprint Planning, and it includes the Sprint Goal.

A. True

B. False

Correct Answer: A

It is true that the Sprint Backlog is a result of Sprint Planning, and it includes the Sprint Goal. This is because:

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

Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering them as a "Done" Increment. The Sprint Backlog is owned by the Developers who use it to organize and manage their work during the Sprint.

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 Backlog

is created by the collaborative work of the entire Scrum Team during Sprint Planning. The Product Owner proposes how the product could increase its value and utility in the current Sprint. The Developers discuss how they can deliver a

"Done" Increment that meets this proposal. Together, they define a Sprint Goal that summarizes why the Sprint is valuable to stakeholders. Then, they select enough Product Backlog items from the top of the ordered Product Backlog to

satisfy the Sprint Goal. Finally, they create a plan for how they will deliver those items as a "Done" Increment.

References:

[Scrum Guide], page 14, section "Sprint Planning" [Scrum Guide], page 15, section "Sprint Backlog" [Scrum Guide], page 15, section "Sprint Goal"

QUESTION 3

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

A. Competitive research.

B. Customer feedback.

C. Product vision.

D. Forecasting and feasibility.

E. All of the above.

F. None of the above.

Correct Answer: E

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

Competitive research. The Product Owner should be aware of the competitive landscape and the market trends that

affect the product. They should know who are the competitors, what are their strengths and weaknesses, how do they

differentiate themselves, and what are their strategies and goals. This can help the Product Owner to identify opportunities, threats, and gaps in the market, and to position the product accordingly.

Customer feedback. The Product Owner should be aware of the customer needs, preferences, expectations, and satisfaction with the product. They should collect and analyze feedback from various sources, such as surveys, interviews,

reviews, analytics, etc. This can help the Product Owner to validate assumptions, test hypotheses, measure outcomes, and discover insights that can inform the product decisions and priorities.

Product vision. The Product Owner should be aware of the product vision, which is a clear and compelling statement of the desired future state of the product. The product vision describes the purpose, value proposition, target audience, and

key features of the product. It also aligns with the organizational vision and mission. This can help the Product Owner to communicate and inspire the stakeholders, to guide and focus the Scrum Team, and to evaluate and adjust the product

direction. Forecasting and feasibility. The Product Owner should be aware of the forecasting and feasibility of the product. They should estimate and plan the scope, time, cost, quality, and risk of delivering the product. They should also assess

the technical, operational, legal, ethical, and social feasibility of developing and releasing the product. This can help the Product Owner to optimize the value of the work of the Scrum Team, to manage expectations and dependencies, and to

handle uncertainties and changes.

References:

Scrum Guide 2020, page 6: "The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team." Scrum Guide 2020, page 11: "The Product Goal describes a future state of the product

which can serve as a target for the Scrum Team to plan against." Scrum Guide 2020, page 11: "The Product Owner is accountable for effective Product Backlog management, which includes ... optimizing the value of the work the Scrum

Team performs."

QUESTION 4

How much work is required of the Developers to complete a Product Backlog item selected during the Sprint Planning?

(choose the best answer)

A. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint.

B. As much as is required to meet the Scrum Team\\'s Definition of Done.

C. All development work and at least some testing.

D. A proportional amount of time on analysis, design, development, and testing.

Correct Answer: B

The Developers are the people in the Scrum Team who are accountable for creating a "Done" Increment that meets the Definition of Done each Sprint. The Developers are responsible for planning and executing the Sprint Backlog, designing and building the product functionality, testing and improving the product quality, and delivering a potentially releasable Increment. The Developers work closely with the Product Owner to understand and clarify the Product Backlog items, provide feedback and estimates, and suggest improvements and innovations. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done is used to assess when work is complete on the product Increment. The amount of work required of the Developers to complete a Product Backlog item selected during the Sprint Planning depends on the Definition of Done. The Definition of Done may vary from one Scrum Team to another, depending on the context and domain of work. However, it must be consistent within one team. If there are multiple Scrum Teams working on one product, they must share a common Definition of Done. If there is an organizational standard for a Definition of Done, all Scrum Teams must follow it as a minimum. The Developers must ensure that each Product Backlog item they complete during a Sprint meets the Definition of Done. This means that they must perform all the necessary tasks and activities to deliver a high-quality product functionality that is usable, valuable, and potentially releasable. This may include analysis, design, development, testing, documentation, integration, deployment, or any other aspects that contribute to the quality and usability of the product. The other options are not valid or relevant measures for the amount of work required of the Developers to complete a Product Backlog item. They are either too vague, arbitrary, or unrealistic. They are: References: Scrum Guide: https://www.scrumguides.org/scrum-guide.html Definition of Done: https://www.scrum.org/resources/what-is-a-definition-of-done Developers: https://www.scrum.org/resources/what-is-a-developer-in-scrum

QUESTION 5

A Scrum Team is required to deliver a done Increment by the end of a Sprint. Select two statements that explain what done means.

(choose the best two answers)

A. No work is left to meet the Definition of Done.

B. Whatever the Product Owner defines as quality.

C. Ready for integration.

D. Ready to be released to end users.

E. All work the Developers are willing to do.

Correct Answer: AD

A Scrum Team is required to deliver a done Increment by the end of a Sprint. Done means:

No work is left to meet the Definition of Done. 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 it means for work to be complete. It may include criteria such as coding standards, testing, documentation, security, performance, etc. If a Product Backlog item or an Increment does not meet the Definition of Done, it

cannot be released or presented at the Sprint Review. Ready to be released to end users. The Increment is a concrete output of the Sprint that adds value to the product. It is a potentially releasable functionality that adheres to the Scrum

Team\\\'s current Definition of Done. It is not necessarily released at the end of each Sprint, but it must be in a state that allows for immediate release if the Product Owner decides so. The Increment should also align with the Sprint Goal and

the Product Goal, and satisfy the needs and expectations of the customers and stakeholders.

References:

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

Scrum Guide 2020, page 10: "The moment a Product Backlog item meets the Definition of Done, an Increment is born."

Scrum Guide 2020, page 14: "The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team\\'s current Definition of Done."

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