

# Preparation Quiz for the PSPO I Certification

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## 1 Mikhail Lapshin Exam

1. Who is responsible for managing the Product Backlog?
  - ☐ The Product Owner
  - ☐ The Scrum Master
  - ☐ The Development Team
  - ☐ The Key Stakeholders
2. It is a good practice to have at least two Product Owners on big projects.
  - ☐ False
  - ☐ True
3. What happens during the Sprint? Select three answers.
  - ☐ No changes are made that would endanger the Sprint Goal
  - ☐ Quality goals do not decrease
  - ☐ Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned
  - ☐ Sprint scope is defined at the Sprint Planning and cannot be changed
  - ☐ The Sprint Goal is changed frequently to reflect the status of the remaining work
4. Who has the authority to cancel the Sprint?
  - ☐ The Scrum Master
  - ☐ The Product Owner
  - ☐ The Development Team
  - ☐ The Key Stakeholders
  - ☐ The Product Owner and the Scrum Master
5. What provides guidance to the Development Team on why it is building the Increment?
  - ☐ The Sprint Goal
  - ☐ The Scrum Master
  - ☐ The Product Owner
  - ☐ The Sprint Backlog
6. Who participates in the Sprint Review? Select all applicable variants.
  - ☐ The Scrum Master
  - ☐ The Product Owner

- ☐ The Development Team
  - ☐ The Key Stakeholders
  - ☐ The Organization CEO
7. Who is responsible for monitoring progress toward high-level goals?
- ☐ The Product Owner
  - ☐ The Product Owner and The Development Team
  - ☐ The Scrum Master and The Development Team
  - ☐ The Scrum Master
  - ☐ The Development Team
  - ☐ The Scrum Team
8. What are the Scrum Artifacts? Select all applicable items.
- ☐ Product Backlog
  - ☐ Sprint Backlog
  - ☐ Increment
  - ☐ The list of removed impediments
  - ☐ The Sprint Goal
9. What could be a source of requirements for any changes to be made to the product?
- ☐ The Product Backlog
  - ☐ The CEO of the Organization
  - ☐ The Key Stakeholders
10. Who is responsible for the Product Backlog?
- ☐ The Product Owner
  - ☐ The Product Owner and The Scrum Master
  - ☐ The Scrum Master
  - ☐ The Product Owner and The Development Team
  - ☐ The Scrum Master and The Development Team
  - ☐ The Development Team
11. What are Product Backlog features? Select three.
- ☐ It is never complete
  - ☐ It is dynamic
  - ☐ As long as a product exists, its Product Backlog also exists
  - ☐ When the final version of a product is rolled out, its Product Backlog is dismissed
  - ☐ A Product Backlog could be closed when it contains no items to include into the next Sprint
12. All Development Teams working on the same Product should use the same Product Backlog.
- ☐ True
  - ☐ False

13. Who is responsible for all estimates in the Product Backlog?
- ☐ The Development Team
  - ☐ The Product Owner
  - ☐ The Scrum Team
  - ☐ The Scrum Master
  - ☐ The Product owner and the Development Team
  - ☐ The Scrum Master and the Development Team
  - ☐ The Product owner and the Scrum Master
14. What is the Sprint Backlog?
- ☐ The Product Backlog items selected for this Sprint plus the plan for delivering them
  - ☐ The Product Backlog items selected for this Sprint
  - ☐ The Product Backlog items selected for this Sprint plus the Team Backlog items
  - ☐ The plan for delivering Product Backlog items
15. Who is responsible for tracking the total work remaining in the Sprint Backlog to project the likelihood of achieving the Sprint Goal?
- ☐ The Development Team
  - ☐ The Product Owner
  - ☐ The Scrum Team
  - ☐ The Scrum Master
  - ☐ The Product Owner and the Development Team
16. Who is allowed to change the Sprint Backlog during the Sprint?
- ☐ The Development Team
  - ☐ The Product Owner
  - ☐ The Scrum Team
  - ☐ The Scrum Master
  - ☐ The Development Team and the Product Owner
17. What is the Increment?
- ☐ The sum of all the Product Backlog items completed during the Sprint
  - ☐ The sum of all the Product Backlog items completed during the Sprint and the value of the increments of all previous Sprints
  - ☐ All "Done" items in the Sprint Backlog
  - ☐ All items in the Sprint Backlog that could be released regardless of whether the Product Owner decides to actually do it
18. Who is responsible for creation of the Definition of "Done"?
- ☐ The Development Team
  - ☐ The Scrum Team
  - ☐ The Product Owner
  - ☐ The Scrum Master

19. Who is allowed to participate in the Daily Scrum?
- ☐ The Development Team
  - ☐ The Scrum Master
  - ☐ The Product Owner
  - ☐ The Key Stakeholders
20. What does Burn-down Chart show?
- ☐ How much work remains till the end of the Sprint
  - ☐ The evolution of the amount of uncertainty during a project
  - ☐ Dependencies, start times and stop times for project tasks
  - ☐ Hierarchy of tasks that comprise a project
21. What is the order of items in the Product Backlog?
- ☐ Alphabetical
  - ☐ Less valuable and most unclear items at the bottom
  - ☐ The recently added items at the top
  - ☐ The less clear items at the top
22. All the Scrum Teams working on the same product should have the same Sprint length.
- ☐ False
  - ☐ True
23. How does the Scrum Master help the Product Owner? Select the three most appropriate answers.
- ☐ Facilitating Scrum events as requested or needed
  - ☐ Finding techniques for effective Product Backlog management
  - ☐ Understanding product planning in an empirical environment
  - ☐ Introducing cutting edge development practices
  - ☐ Leading and coaching the organization in its Scrum adoption
24. What does Cone of Uncertainty show?
- ☐ Hierarchy of tasks that comprise a project
  - ☐ How much work remains till the end of the Sprint
  - ☐ How much is known about the Product over time
  - ☐ Dependencies, start times and stop times for project tasks
25. If an item in the Sprint Backlog cannot be finished by the end of the Sprint (it turned out there is a lot more work to do than was estimated), the Sprint is cancelled.
- ☐ False
  - ☐ True
26. How does Definition of “Done” help the Scrum Team? Select three most applicable items.
- ☐ DoD is used to assess when work is complete on the product Increment

- ☐ Guides the Development Team in knowing how many Product Backlog items it can select during a Sprint Planning
  - ☐ DoD ensures artifact transparency
  - ☐ DoD helps in inspection and adaptation
  - ☐ DoD helps to calculate velocity of the Scrum Team
27. What part of the capacity of the Development Team does Product Backlog refinement usually consume?
- ☐ Not more than 10
  - ☐ Not more than 20
  - ☐ Not more than 5
  - ☐ The Development Team is not authorized for Product Backlog refinement
28. Select the two meetings in which people outside the Scrum Team are allowed to participate.
- ☐ The Sprint Planning
  - ☐ The Sprint Review
  - ☐ The Sprint Retrospective
  - ☐ The Daily Scrum
29. What are the three most applicable characteristics of the Product Owner?
- ☐ Product Value Maximizer
  - ☐ Lead Facilitator of Key Stakeholder Involvement
  - ☐ Product Marketplace Expert
  - ☐ Lead Scrum evangelist in the Organization
  - ☐ Facilitator of Scrum events
30. The Sprint Backlog is created at the Sprint Planning. It is prohibited to add new work into the Sprint Backlog later by the Development Team.
- ☐ False
  - ☐ True
31. In which meetings the Key Stakeholders are allowed to participate?
- ☐ The Sprint Review
  - ☐ The Sprint Retrospective
  - ☐ The Sprint Planning
  - ☐ The Daily Scrum
32. Who is allowed to make changes in the Product Backlog? Select two options.
- ☐ The Product Owner
  - ☐ The Development Team, but with permission of the Product Owner
  - ☐ The Key Stakeholders
  - ☐ Anyone
  - ☐ The Scrum Master

33. Who is responsible for crafting the Sprint Goal at the Sprint Planning?
- ☐ The Product Owner
  - ☐ The Scrum Team
  - ☐ The Scrum Master
  - ☐ The Development Team
  - ☐ The Key Stakeholders
34. Who participates in the Sprint Planning? Select three.
- ☐ The Product Owner
  - ☐ The Scrum Master
  - ☐ The Development Team
  - ☐ The Key Stakeholders
  - ☐ The Team Manager
35. What happens when a Sprint is cancelled? Select three.
- ☐ Any completed and “Done” Product Backlog items are reviewed
  - ☐ If part of the work is potentially releasable, the Product Owner typically accepts it
  - ☐ All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog
  - ☐ Several top Product Backlog Items are taken into the Sprint Backlog to replace the obsolete items
  - ☐ At the Sprint Retrospective the Scrum Master determines who from the Development Team is responsible for cancelling the Sprint
36. Could the Product Owner and the Scrum Master be a part of the Development Team?
- ☐ Yes
  - ☐ No
37. What does Product Backlog management include? Select three most applicable items.
- ☐ Optimizing the value of the work the Development Team performs
  - ☐ Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next
  - ☐ Ordering the items in the Product Backlog to best achieve goals and missions
  - ☐ Moving Product Backlog items into the Sprint Backlog
  - ☐ Presenting Product Backlog items to the Key Stakeholders
38. The Scrum Team consists of
- ☐ The Scrum Master
  - ☐ The Product Owner
  - ☐ The Development Team
  - ☐ The Key Stakeholders
39. Who is allowed to tell the Development Team to work from a set of requirements?
- ☐ The Product Owner

- ☐ The Scrum Master
  - ☐ The Key Stakeholders
  - ☐ Upper Management
  - ☐ The Product Owner and the Scrum Master
40. The Development Team should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.
- ☐ False
  - ☐ True
41. Product Backlog Refinement ... Select the three most applicable sentence endings.
- ☐ Is the act of adding detail, estimates, and order to Product Backlog items
  - ☐ Is an ongoing process
  - ☐ Usually happens 2-4 times in dependency of the Sprint length
  - ☐ Is time-boxed to a maximum of 4 hours
  - ☐ Answers the question: how will the work needed to deliver the Increment be achieved
  - ☐ Usually takes no more than 10
42. Select the two focus areas that are not considered in executing Value Driven Development by the Product Owner.
- ☐ Product Value Maximizer
  - ☐ Product Visionary
  - ☐ Product Marketplace Expert
  - ☐ Product Release Decision Maker
  - ☐ Lead Facilitator of Key Stakeholder Involvement
  - ☐ Coach of the Development Team in self-organization and cross-functionality
  - ☐ Remover of impediments to the Development Team's progress
43. Which KVA categories should the Product Owner consider to measure and track the creation and delivery of value to the market place (select three)?
- ☐ Current Value
  - ☐ Time-to-Market
  - ☐ Ability to Innovate
  - ☐ Risk Reduction
  - ☐ Employee Satisfaction
  - ☐ Capability Building
44. Who is the chief product visionary?
- ☐ The Product Owner
  - ☐ The Scrum Master
  - ☐ The Chief Executive Officer (CEO)
  - ☐ The Chief Marketing Officer (CMO)

45. How can the Product Owner bring his product vision to life (select 3)?
- ☐ Utilizing the underlying empirical product planning features of Scrum
  - ☐ Via the Product Backlog and iterating towards that vision every Sprint
  - ☐ Articulating the product vision to the Scrum Team and the Key Stakeholders early and often
  - ☐ Asking for an approval of the Upper Management
  - ☐ Making the Scrum Master bring the vision to the Scrum Team and the Key Stakeholders
46. How frequently the Product Owner should communicate and re-iterate his product vision to the Scrum Team and the Key Stakeholders?
- ☐ Early and often
  - ☐ Once at the first Sprint Planning
  - ☐ Every Daily Scrum
  - ☐ Every Sprint Retrospective
47. The Product Owner should be expertly aware of the marketplace for the product.
- ☐ True
  - ☐ False
  - ☐ It depends
48. Who should do the legwork of gathering the marketplace data for the Product Owner?
- ☐ It does not matter who does the legwork
  - ☐ The Product Owner
  - ☐ The Scrum Team
  - ☐ The Scrum Team and the Key Stakeholders
49. How does the Product Owner communicate his marketplace knowledge to the Scrum Team (select three)?
- ☐ Daily ad hoc interactions
  - ☐ Product Backlog Refinement
  - ☐ Sprint Reviews
  - ☐ Daily Scrums
  - ☐ Sprint Retrospectives
50. Once the Product Owner gained his Product Vision and defined the tactics of bringing this vision to life, it is a bad idea to change them before the next Product Release.
- ☐ False
  - ☐ True
51. Who decides whether to release the latest increment of the product?
- ☐ The Product Owner
  - ☐ The Scrum Master
  - ☐ The Scrum Team



- ☐ The Development Team
  - ☐ The Product Owner and The Scrum Master
52. How frequently product releases should occur?
- ☐ Frequently enough to eliminate the risk that the product's value will get out of line with the marketplace
  - ☐ Every Sprint
  - ☐ By the end of Product development
  - ☐ Every 3 months
  - ☐ At least every 6 months
53. What factors should be considered by the Product Owner in the release decision (select four)?
- ☐ The risk that the product's value can get out of line with the marketplace
  - ☐ Can customers actually absorb the new release?
  - ☐ The costs and benefits of the upgrade
  - ☐ The customers that will be constrained by the new release
  - ☐ The amount of work remaining toward the Sprint Goal
  - ☐ Approval of the Key Stakeholders
  - ☐ Does the Increment meet the Definition of "Done"?
54. Who identifies the Key Stakeholders for the Product?
- ☐ The Product Owner
  - ☐ The Scrum Master
  - ☐ The Development Team
  - ☐ The Scrum Team
  - ☐ The Upper Management
55. Who are the typical Key Stakeholders (select three)?
- ☐ The human people who actually use the product under development
  - ☐ The people responsible for paying to use the product
  - ☐ The people responsible for making the funding decisions for the product development effort
  - ☐ The people responsible for product development
  - ☐ The people responsible for product marketing
56. When is the Scrum Team allowed to interact with the Key Stakeholders (select the most applicable option)?
- ☐ The Sprint Review
  - ☐ Any time where it's valuable to have the Stakeholder input
  - ☐ The Daily Scrum
  - ☐ The Sprint Retrospective
57. If multiple Stakeholders have varied interests in the product and different viewpoints what is the best strategy for the Product Owner?

- ☐ Do an intelligent balancing of interests and try to maximize the value of the Product as a whole
  - ☐ Listen to the people that fund the product's development because they always have the last word
  - ☐ Stick to the viewpoint promising the fastest time-to-market
  - ☐ Calculate ROI (Return Of Investments) for every viewpoint and select the maximal one
58. When a product grows, it is quite possible that the PO will get help from other Product Managers and others in the organization who interact regarding the customer facing activities and knowledge of the product marketplace. Is it a good idea for the PO to proxy or outsource some of their PO Scrum Team duties to these people (for example, Scrum Team facing duties)?
- ☐ No
  - ☐ Yes
59. When something about Scrum frustrates the Product Owner, the PO can delegate some responsibilities to the Scrum Master.
- ☐ False
  - ☐ True
60. What does the word "development" mean in the context of Scrum? Select the best option.
- ☐ Software and hardware development
  - ☐ Product development, its releasing and sustaining
  - ☐ Development of an operational environment for the Product
  - ☐ Research and identifying of viable markets, technologies, and Product capabilities
  - ☐ Complex work that can include all the suggested options and even more
61. Where Scrum can be used? Check all the applicable items.
- ☐ Research and identifying of viable markets, technologies, and product capabilities
  - ☐ Development and sustaining of Cloud and other operational environments
  - ☐ Development of software and hardware
  - ☐ Development of products and enhancements
  - ☐ Managing the operation of an organization
  - ☐ Development of almost everything we use in our daily lives as individuals and societies
62. What is the essence of Scrum? Select the most appropriate option.
- ☐ A small team of people that is highly flexible and adaptive
  - ☐ The Scrum Guide
  - ☐ The Development Team
  - ☐ The Scrum Master and the Product Owner
63. Select the five Scrum Values.
- ☐ Commitment
  - ☐ Courage

- ☐ Focus
  - ☐ Openness
  - ☐ Respect
  - ☐ Self-organization
  - ☐ Effectiveness
  - ☐ Agility
64. Who is responsible for promoting and supporting Scrum? Select the best choice.
- ☐ The Scrum Master
  - ☐ The Product Owner
  - ☐ The Scrum Master and the Product Owner
  - ☐ The Scrum Team
  - ☐ The Development Team
65. Imagine the following situation. At the Sprint Retrospective meeting the Scrum Team identified some improvements that can be done. What should the Scrum Team do? Select the best option.
- ☐ Make sure the Sprint Backlog for the next Sprint includes at least one high priority process improvement.
  - ☐ Make sure the Sprint Backlog for the next Sprint includes all the improvements.
  - ☐ Assign responsible team members for every improvement. Check the progress at the next Retrospective.
  - ☐ Assign a responsible team member for at least one improvement. Check the progress at the next Retrospective.
66. Who has the “last say” on the order of items in the Product Backlog?
- ☐ The Product Owner
  - ☐ The Scrum Master
  - ☐ The Development Team
  - ☐ The Product Owner and The Scrum Master
67. What technique should be used for representing Product Backlog Items?
- ☐ Any technique, even a mix of several techniques
  - ☐ User Stories
  - ☐ Use Cases
  - ☐ Scenarios
  - ☐ Acceptance Tests
68. Every Product Backlog Item should be created by the Product Owner personally and only then the Development Team can add details to it at the PO’s discretion.
- ☐ False
  - ☐ True
69. Product Backlog Refinement practice focuses on Items for upcoming Sprints, not the current Sprint in progress. True or false?

- ☐ True
  - ☐ False
70. What are the characteristics of a Product Backlog Item that is “Ready” for selection in a Sprint Planning? Select three.
- ☐ Can be ”Done” within one Sprint
  - ☐ Somewhere at the top of the Product Backlog
  - ☐ Well refined
  - ☐ Somewhere at the bottom of the Product Backlog
  - ☐ Can be implemented within one Sprint and tested in the next Sprint
  - ☐ Has less detail
71. Who is the leader in terms of getting feedback from the Key Stakeholders in the Sprint Review?
- ☐ The Product Owner
  - ☐ The Development Team
  - ☐ The Scrum Master
  - ☐ The Scrum Team
72. The Sprint Review is just a demo of the Product Backlog items completed during a Sprint. Do you agree?
- ☐ No, the Sprint Review contains much more activities
  - ☐ No, the demo also should include the Items completed in the previous Sprints that were not demonstrated for some reason
  - ☐ Yes. There is no much difference.
73. Select the three best options to finish the sentence below. Technical debt ...
- ☐ is a real risk which can genuinely be incurred
  - ☐ compromises long-term quality of the Product
  - ☐ reflects some extra development work
  - ☐ belongs entirely to the Development Team. No one else should know about it.
  - ☐ is a lack of technical supplies
74. The Scrum Master should not allow the Product Owner to attend the Sprint Planning if the PO is not ready with a Sprint Goal. Is this true or false?
- ☐ False
  - ☐ True
75. What two attributes are optional for a Product Backlog Item?
- ☐ Description
  - ☐ Order
  - ☐ Estimate
  - ☐ Value
  - ☐ Test descriptions that will prove PB Item completeness when ”Done”

- ☐ Dependencies
76. How long does the Product Backlog exist?
- ☐ While the Product exists
  - ☐ Not more than 5 years
  - ☐ Till the final Product Release
  - ☐ While at least one Development Team is working on it
77. A Development Team is waiting for a specific software component that they need to integrate and use. The component should be ready in a month. The Backlog Items with highest priorities depend on this specific component. What should the Product Owner do?
- ☐ Make sure the dependency is visible in the Product Backlog and the Development Team has enough independent Items for the next Sprint.
  - ☐ Nothing. The Product Backlog already has the most valuable items at the top. The Development Team cannot proceed further until the dependency is resolved.
  - ☐ Remove the dependent Items from the Product Backlog and put them in a special wait list. When the dependency is resolved, the Items should be returned back.
  - ☐ Transfer the dependent Items to the Integration Team
78. The Product Owner wants to apply some non-functional requirements to the Product. What is the best way to proceed?
- ☐ Add the non-functional requirements to the DoD and check every Increment against these criteria
  - ☐ Create a new Item for every requirement in the Product Backlog
  - ☐ Non-functional requirements cannot be handled within the bounds of Scrum
  - ☐ Find a way to convert non-functional requirements into Product features and act accordingly
79. What are the time-boxes for the Sprint Review and the Sprint Retrospective?
- ☐ 4 and 3 hours respectively
  - ☐ 3 and 4 hours respectively
  - ☐ 3 hour time-box for each
  - ☐ 4 hour time-box for each
80. How long should the Sprint Planning be?
- ☐ Not more than 8 hours
  - ☐ Not more than 4 hours
  - ☐ Not more than 10
  - ☐ Until all the Items in the Sprint Backlog are decomposed to units of one day or less

## 2 Mikhail Lapshin Answer Key

1. Who is responsible for managing the Product Backlog?

The Product Owner is the sole person responsible for managing the Product Backlog.

2. It is a good practice to have at least two Product Owners on big projects.

The Product Owner is one person, not a committee, but the Product Owner may represent the desires of a committee in the Product Backlog.

3. What happens during the Sprint? Select three answers.

During the Sprint:

- (a) No changes are made that would endanger the Sprint Goal;
- (b) Quality goals do not decrease; and,
- (c) Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned.

4. Who has the authority to cancel the Sprint?

Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master.

5. What provides guidance to the Development Team on why it is building the Increment?

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment.

6. Who participates in the Sprint Review? Select all applicable variants.

During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint. Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on the next things that could be done to optimize value.

7. Who is responsible for monitoring progress toward high-level goals?

The Product Owner tracks total work remaining at least every Sprint Review. The Product Owner compares this amount with work remaining at previous Sprint Reviews to assess progress toward completing projected work by the desired time for the goal. This information is made transparent to all stakeholders.

8. What are the Scrum Artifacts? Select all applicable items.

The Scrum artifacts are Product Backlog, Sprint Backlog and Increment.

9. What could be a source of requirements for any changes to be made to the product?

The Product Backlog is an ordered list of everything that might be needed in the product and is the single source of requirements for any changes to be made to the product.

10. Who is responsible for the Product Backlog?

The Product Owner is responsible for the Product Backlog, including its content, availability, and ordering.

11. What are Product Backlog features? Select three.

A Product Backlog is never complete. The earliest development of it only lays out the initially known and best-understood requirements. The Product Backlog evolves as the product and the environment in which it will be used evolves. The Product Backlog is

dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. As long as a product exists, its Product Backlog also exists.

12. All Development Teams working on the same Product should use the same Product Backlog.

Multiple Scrum Teams often work together on the same product. One Product Backlog is used to describe the upcoming work on the product.

13. Who is responsible for all estimates in the Product Backlog?

The Development Team is responsible for all estimates in the Product Backlog. The Product Owner may influence the Development Team by helping it understand and select trade-offs, but the people who will perform the work make the final estimate.

14. What is the Sprint Backlog?

The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal.

15. Who is responsible for tracking the total work remaining in the Sprint Backlog to project the likelihood of achieving the Sprint Goal?

At any point in time in a Sprint, the total work remaining in the Sprint Backlog can be summed. The Development Team tracks this total work remaining at least for every Daily Scrum to project the likelihood of achieving the Sprint Goal. By tracking the remaining work throughout the Sprint, the Development Team can manage its progress.

16. Who is allowed to change the Sprint Backlog during the Sprint?

Only the Development Team can change its Sprint Backlog during a Sprint. The Sprint Backlog is a highly visible, real-time picture of the work that the Development Team plans to accomplish during the Sprint, and it belongs solely to the Development Team.

17. What is the Increment?

The Increment is the sum of all the Product Backlog items completed during the Sprint and the value of the increments of all previous Sprints.

18. Who is responsible for creation of the Definition of “Done”?

If the definition of “done” for an increment is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum. If “done” for an increment is not a convention of the development organization, the Development Team of the Scrum Team must define a definition of “done” appropriate for the product. If there are multiple Scrum Teams working on the system or product release, the development teams on all of the Scrum Teams must mutually define the definition of “Done.”

19. Who is allowed to participate in the Daily Scrum?

The Daily Scrum is an internal meeting for the Development Team. If others are present, the Scrum Master ensures that they do not disrupt the meeting.

20. What does Burn-down Chart show?

Burn-down chart shows the evolution of remaining effort against time.

21. What is the order of items in the Product Backlog?

The Product Owner is responsible for placing the most valuable and clear items at the top of the Product Backlog.

22. All the Scrum Teams working on the same product should have the same Sprint length.  
False. Scrum does not require having aligned Sprints for multiple teams.
23. How does the Scrum Master help the Product Owner? Select the three most appropriate answers.  
The Scrum Master serves the Product Owner in several ways, including:
- (a) Ensuring that goals, scope, and product domain are understood by everyone on the Scrum Team as well as possible;
  - (b) Finding techniques for effective Product Backlog management;
  - (c) Helping the Scrum Team understand the need for clear and concise Product Backlog items;
  - (d) Understanding product planning in an empirical environment;
  - (e) Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value;
  - (f) Understanding and practicing agility; and,
  - (g) Facilitating Scrum events as requested or needed.
24. What does Cone of Uncertainty show?  
The Cone of Uncertainty describes the evolution of the amount of uncertainty during a project.
25. If an item in the Sprint Backlog cannot be finished by the end of the Sprint (it turned out there is a lot more work to do than was estimated), the Sprint is cancelled.  
The Sprint is cancelled only in the case if the Sprint Goal became obsolete. If some work could not be done, the Sprint Backlog should be re-negotiated between the Product Owner and Development Team.
26. How does Definition of “Done” help the Scrum Team? Select three most applicable items.
- (a) DoD is used to assess when work is complete on the product Increment
  - (b) Guides the Development Team in knowing how many Product Backlog items it can select during a Sprint Planning
  - (c) DoD ensures artifact transparency
27. What part of the capacity of the Development Team does Product Backlog refinement usually consume?  
Product Backlog refinement usually consumes no more than 10
28. Select the two meetings in which people outside the Scrum Team are allowed to participate.
- (a) The Development Team may invite other people to attend the Sprint Planning in order to provide technical or domain advice.
  - (b) The Product Owner is responsible for inviting the Key Stakeholders to the Sprint Review meeting
29. What are the three most applicable characteristics of the Product Owner?
- (a) Product Value Maximizer
  - (b) Lead Facilitator of Key Stakeholder Involvement



(c) Product Marketplace Expert

30. The Sprint Backlog is created at the Sprint Planning. It is prohibited to add new work into the Sprint Backlog later by the Development Team.

The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal. As new work is required, the Development Team adds it to the Sprint Backlog.

31. In which meetings the Key Stakeholders are allowed to participate?

The Key Stakeholders are allowed to participate only in the Sprint Review meeting. However, any member of the Scrum Team can interact with them any time.

32. Who is allowed to make changes in the Product Backlog? Select two options.

The Product Owner is the sole person responsible for the Product Backlog. However, he or she can delegate some work related to product backlog management to the Development Team.

33. Who is responsible for crafting the Sprint Goal at the Sprint Planning?

After the Development Team forecasts the Product Backlog items it will deliver in the Sprint, the Scrum Team crafts a Sprint Goal.

34. Who participates in the Sprint Planning? Select three.

The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of the entire Scrum Team.

35. What happens when a Sprint is cancelled? Select three.

When a Sprint is cancelled, any completed and “Done” Product Backlog items are reviewed. If part of the work is potentially releasable, the Product Owner typically accepts it. All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog.

36. Could the Product Owner and the Scrum Master be a part of the Development Team?

Yes. Scrum does not prohibit the Product Owner or the Scrum Master do development work. However, it is not the best practice because it could create a conflict of interest.

37. What does Product Backlog management include? Select three most applicable items.

Product Backlog management includes:

- (a) Clearly expressing Product Backlog items;
- (b) Ordering the items in the Product Backlog to best achieve goals and missions;
- (c) Optimizing the value of the work the Development Team performs;
- (d) Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next; and,
- (e) Ensuring the Development Team understands items in the Product Backlog to the level needed.

38. The Scrum Team consists of

The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master.

39. Who is allowed to tell the Development Team to work from a set of requirements?

The Product Owner's decisions are visible in the content and ordering of the Product Backlog. No one is allowed to tell the Development Team to work from a different set of requirements, and the Development Team isn't allowed to act on what anyone else says.

40. The Development Team should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.

By the end of the Sprint Planning, the Development Team should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.

41. Product Backlog Refinement ... Select the three most applicable sentence endings.

Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. This is an ongoing process in which the Product Owner and the Development Team collaborate on the details of Product Backlog items. It usually consumes no more than 10

42. Select the two focus areas that are not considered in executing Value Driven Development by the Product Owner.

In executing Value Driven Development, the Product Owner must consider the focus areas of:

- (a) Product Value Maximizer
- (b) Product Visionary
- (c) Product Marketplace Expert
- (d) Product Release Decision Maker
- (e) Lead Facilitator of Key Stakeholder Involvement
- (f) Other Product Owner role Considerations

43. Which KVA categories should the Product Owner consider to measure and track the creation and delivery of value to the market place (select three)?

According to the Evidence Based Management an Organization should focus on the following Key Value Areas (KVA) categories:

- (a) Current Value
- (b) Time-to-Market
- (c) Ability to Innovate

44. Who is the chief product visionary?

The Product Owner is the chief product visionary. The PO should be able to clearly articulate the product vision to the Scrum Team and key stakeholders, and how that vision aims to maximize the value of the product and of the work the Scrum Team performs.

45. How can the Product Owner bring his product vision to life (select 3)?

The PO should communicate and re-iterate his product vision early and often, reminding all involved of how to help maximize value. Utilizing the underlying empirical product planning features of Scrum, the PO should also be ready to make strategic pivots for the product vision. This vision is brought to life in a more tactical way, via the Product Backlog and iterating towards that vision every Sprint.

46. How frequently the Product Owner should communicate and re-iterate his product vision to the Scrum Team and the Key Stakeholders?

The PO should communicate and re-iterate his product vision to the Scrum Team and the Key Stakeholders early and often, reminding all involved of how that vision aims to maximize the value of the product and of the work the Scrum Team performs.

47. The Product Owner should be expertly aware of the marketplace for the product.

The Product Owner should be expertly aware of the marketplace for the product. They should constantly be gathering and re-gathering information and data regarding the marketplace, so that the product value is maximized. Getting out of touch with the marketplace can be a recipe for product disaster.

48. Who should do the legwork of gathering the marketplace data for the Product Owner?

The Product Owner may or may not be the one doing the legwork of gathering the marketplace data, but the PO should definitely be aware of said data/research.

49. How does the Product Owner communicate his marketplace knowledge to the Scrum Team (select three)?

The Product Owner communicates all of this marketplace knowledge to the Scrum Team through daily ad hoc interactions as well as Product Backlog Refinement and in Sprint Reviews.

50. Once the Product Owner gained his Product Vision and defined the tactics of bringing this vision to life, it is a bad idea to change them before the next Product Release.

The PO should never be afraid to change the vision or tactics based on marketplace changes. Being able to strategically re-pivot and capture value in new and different ways is one of the key benefits of an Agile mindset.

51. Who decides whether to release the latest increment of the product?

The Product Owner is the one and only person who can decide whether to release the latest increment of the product.

52. How frequently product releases should occur?

While Scrum doesn't require a release to occur every Sprint, it should be noted that the more elapsed time that accumulates since the last release, the higher the risk that the product's value will get out of line with the marketplace. Product Owners should keep this risk in the forefront of their mind. Looking at it another way, the sooner you release, the sooner you can start capturing the value created by the product.

53. What factors should be considered by the Product Owner in the release decision (select four)?

While Scrum doesn't require a release to occur every Sprint, it should be noted that the more elapsed time that accumulates since the last release, the higher the risk that the product's value will get out of line with the marketplace. Product Owners should keep this risk in the forefront of their mind. Another factor in the release decision is whether your customers can actually absorb your frequent releases. Most customers approach this upgrade decision using a common sense method of weighing the costs and benefits of the upgrade(new increment). This is all the more reason to make sure that your releases are of the utmost value, and offer relatively low absorption costs. Regardless of the benefits and costs, some customers will still be constrained, so this constraint should be a consideration when deciding how often or whether to release. The PO is the one and only person who can

decide whether to release the latest increment of the product. The Increment is “Done” by its definition.

54. Who identifies the Key Stakeholders for the Product?

In order to maximize value, the Product Owner should identify the Key Stakeholders for the Product, and involve them as necessary throughout the development effort.

55. Who are the typical Key Stakeholders (select three)?

According to the Scrum Glossary, a stakeholder is “a person external to the Scrum Team with a specific interest in and knowledge of a product that is required for incremental discovery. Represented by the Product Owner and actively engaged with the Scrum Team at Sprint Review.” Typically, they fall into one of three broad categories:

- (a) The Users – The human people who actually use the product under development
- (b) The External Customers – The people responsible for paying to use the product
- (c) The Internal Customers – The people responsible for making the funding decisions for the product development effort

56. When is the Scrum Team allowed to interact with the Key Stakeholders (select the most applicable option)?

The Product Owner is responsible for making sure that the Key Stakeholders attend and interact in the Sprint Reviews, but really the Stakeholders can be involved with the Scrum Team any time where it’s valuable to have the Stakeholder input.

57. If multiple Stakeholders have varied interests in the product and different viewpoints what is the best strategy for the Product Owner?

Inherent in the role of facilitating key stakeholder involvement is weighing and balancing the (likely) differing viewpoints of multiple stakeholders who might have varied interests in the product. The Product Owner’s responsibility is to maximize the value of the product as a whole, and this will involve an intelligent balancing of interests.

58. When a product grows, it is quite possible that the PO will get help from other Product Managers and others in the organization who interact regarding the customer facing activities and knowledge of the product marketplace. Is it a good idea for the PO to proxy or outsource some of their PO Scrum Team duties to these people (for example, Scrum Team facing duties)?

When a product grows, it is quite possible that the PO will get help from other Product Managers and others in the organization who interact regarding the customer facing activities and knowledge of the product marketplace. While it is fine for the PO to be aided by the aforementioned people, it is NOT acceptable for the PO to attempt to proxy or outsource their PO Scrum Team duties, especially the Scrum Team facing duties.

59. When something about Scrum frustrates the Product Owner, the PO can delegate some responsibilities to the Scrum Master.

It is NOT acceptable for the PO to attempt to proxy or outsource their PO Scrum Team duties. The Product Owner will work in concert with the Scrum Master to utilize Scrum correctly and advantageously, and try to never been seen as subverting or disrespecting the Scrum framework. When something about Scrum frustrates a Product Owner, she should consult the Scrum Master for ways to implement the Scrum framework in a way that is effective.

60. What does the word “development” mean in the context of Scrum? Select the best option.
- When the words “develop” and “development” are used in the Scrum Guide, they refer to complex work including software and hardware development, development and releasing of products and enhancements, development and sustaining product operational environments, research and identifying of viable markets and technologies, and even more.
61. Where Scrum can be used? Check all the applicable items.
- Scrum has been used to develop software, hardware, embedded software, networks of interacting function, autonomous vehicles, schools, government, marketing, managing the operation of organizations and almost everything we use in our daily lives, as individuals and societies.
- (a) Research and identify viable markets, technologies, and product capabilities;
  - (b) Develop products and enhancements;
  - (c) Release products and enhancements, as frequently as many times per day;
  - (d) Develop and sustain Cloud (online, secure, on-demand) and other operational environments for product use; and,
  - (e) Sustain and renew products.
62. What is the essence of Scrum? Select the most appropriate option.
- The essence of Scrum is a small team of people. The individual team is highly flexible and adaptive. These strengths continue operating in single, several, many, and networks of teams that develop, release, operate and sustain the work and work products of thousands of people. They collaborate and interoperate through sophisticated development architectures and target release environments.
63. Select the five Scrum Values.
- The Scrum Guide recognizes the following Scrum Values: commitment, courage, focus, openness and respect.
64. Who is responsible for promoting and supporting Scrum? Select the best choice.
- The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.
65. Imagine the following situation. At the Sprint Retrospective meeting the Scrum Team identified some improvements that can be done. What should the Scrum Team do? Select the best option.
- The Sprint Backlog makes visible all the work that the Development Team identifies as necessary to meet the Sprint Goal. To ensure continuous improvement, it includes at least one high priority process improvement identified in the previous Retrospective meeting.
66. Who has the “last say” on the order of items in the Product Backlog?
- While the Product Owner is not the only person who may influence the ordering of the Product Backlog, the Product Owner has the “last say” on the order of the Product Backlog, and those wanting to change the order of the Product Backlog have to influence the Product Owner to do so.
67. What technique should be used for representing Product Backlog Items?
- User stories are a fairly common technique for representing Product Backlog Items, but other techniques can be used instead. For instance, a team can use scenarios, use cases,

acceptance tests, etc. The Product Backlog might even contain a heterogeneous mix of the above. The Product Owner should work with the rest of the Scrum Team on choosing and optimizing the techniques used to represent Product Backlog Items.

68. Every Product Backlog Item should be created by the Product Owner personally and only then the Development Team can add details to it at the PO's discretion.

False. The Product Owner is solely responsible and accountable for the decisions in the Product Backlog. However, the legwork of managing the Product Backlog might be fully delegated to the Development Team, so it is quite possible that the Product Owner might not ever create or write a User Story or Product Backlog Item.

69. Product Backlog Refinement practice focuses on Items for upcoming Sprints, not the current Sprint in progress. True or false?

True. Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. The Items in the current Sprint are no longer on the Product Backlog, because they are now on the Sprint Backlog. However, it is certainly fine for the Product Owner to add detail and clarification to the current Sprint's work as well.

70. What are the characteristics of a Product Backlog Item that is "Ready" for selection in a Sprint Planning? Select three.

Higher ordered Product Backlog items are usually clearer and more detailed than lower ordered ones. More precise estimates are made based on the greater clarity and increased detail; the lower the order, the less detail. Product Backlog items that will occupy the Development Team for the upcoming Sprint are refined so that any one item can reasonably be "Done" within the Sprint time-box. Product Backlog items that can be "Done" by the Development Team within one Sprint are deemed "Ready" for selection in a Sprint Planning.

71. Who is the leader in terms of getting feedback from the Key Stakeholders in the Sprint Review?

The Product Owner is a vital leader in terms of getting feedback from the key stakeholders in the Sprint Review.

72. The Sprint Review is just a demo of the Product Backlog items completed during a Sprint. Do you agree?

No. The Sprint Review contains much more activities to inspect the Increment and adapt the Product Backlog. For example:

- (a) The Product Owner also explains what has not been "Done";
- (b) The entire group collaborates on what to do next, so that the Sprint Review provides valuable input to subsequent Sprint Planning;
- (c) Review of the timeline, budget, potential capabilities, and marketplace for the next anticipated releases of functionality.

73. Select the three best options to finish the sentence below. Technical debt . . .

Technical debt is a concept in programming that reflects the extra development work that arises when code that is easy to implement in the short run is used instead of applying the best overall solution. In other words it can be defined as the longer term consequences of poor design decisions. Technical debt is a real risk which can genuinely be incurred. It compromises long-term quality of the Product.

74. The Scrum Master should not allow the Product Owner to attend the Sprint Planning if the PO is not ready with a Sprint Goal. Is this true or false?  
False. The Scrum Team crafts a Sprint Goal during the Sprint Planning.
75. What two attributes are optional for a Product Backlog Item?  
Product Backlog items have the attributes of a description, order, estimate, and value. Product Backlog items often include test descriptions that will prove its completeness when “Done”.
76. How long does the Product Backlog exists?  
The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. If a product exists, its Product Backlog also exists.
77. A Development Team is waiting for a specific software component that they need to integrate and use. The component should be ready in a month. The Backlog Items with highest priorities depend on this specific component. What should the Product Owner do?  
The Product Backlog should make the dependency visible to all the interested parties. Usually Items with external dependencies are not considered “Ready” for selection at the Sprint Planning. Development Teams should deliver an Increment of product functionality every Sprint.
78. The Product Owner wants to apply some non-functional requirements to the Product. What is the best way to proceed?  
Non-functional requirements describe qualities of the Product being developed. For example, the Product should be secure and extensible. The only way to meet such requirements is to have them as a part of the DoD and check every Increment against these criteria.
79. What are the time-boxes for the Sprint Review and the Sprint Retrospective?  
The Sprint Review is at most a four-hour meeting for one-month Sprints. The Sprint Retrospective is at most a three-hour meeting for one-month Sprints.
80. How long should the Sprint Planning be?  
Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. There is no need to decompose all the Items in the Sprint Backlog. It can be done only for the first days of the Sprint.