Practice the questions for PSPO II Exam with this simulator 1 - Results

Return to review
Chart
Pie chart with 4 slices.
End of interactive chart.
Attempt 2
All questions
Question 1: **Correct**
The Product Backlog:

(choose the best two answers)

- **must be finalized before the first Sprint can start.**
- **is managed by the Scrum Master.**
- **only contains items defined by the Product Owner.**
- **is visible to the Scrum Team and stakeholders.**

  (Correct)

- **is only described through User Stories.**
- **is ordered by the Product Owner.**

  (Correct)

Explanation
The Product Owner is responsible for the content, availability, and ordering of the Product Backlog. The initial creation of the Product Backlog is laid out the initially known and best-understood requirements and evolves as the product and the environment in which it will be used evolves. It constantly changes to identify what the product needs to be appropriate, competitive, and useful. Scrum relies on transparency and the perceived state of the artifacts in order to make product decisions. Incomplete transparency can result in flawed decision making, diminished value, and added risk.

Question 2: **Correct**
Which statement best describes the Sprint Review?

Choose the best answer

- **A demonstration of functionality completed in the Sprint**
- **An inspection of the work completed by the Developers in the Sprint**

- **An opportunity to inspect the outcome of the Sprint and determine future adaptations**

  (Correct)

Explanation
The Sprint Review is an opportunity to inspect the outcome of the Sprint and determine future

adaptations

Question 3: **Correct**
You are a Product Owner at a company that is new to Scrum. The stakeholders are coming to you to requesting functionality to be added to the product and defining the priorities of their requests. As a result, your decision making is slow and time-consuming. Which three approaches are the most appropriate to take?

(choose the best three answers)

- **Create a Value Stream Map to demonstrate how long it is taking you to make decisions as a Product Owner and the impact it has on delivering value to the users.**

  (Correct)

- **Work with your Scrum Master to help the company understanding product ownership and improve the environment to support Scrum.**

  (Correct)

- **Ensure there are transparency and alignment with the Product Owner decision-making areas and help everyone understand what you're responsible and accountable for.**

  (Correct)

- **Add stakeholder requests to a separate list. Synchronize the list with the Product Backlog to ensure every Sprint includes the item(s) from the stakeholder list.**
- **Request to hire a Business Analyst to the team in order to help you work with the stakeholders and breakdown their requirements into User Stories in the Product Backlog.**

Explanation

Creating a shared understanding of the roles and responsibilities will help with alignment. Provide trust and transparency with tangible data. Based on the context, the organization still has low maturity in understanding the Scrum framework. The Scrum Master is responsible for helping organizations adopt Scrum effectively.

Much of the waste in knowledge work occurs in the handoffs (or wait time) between team members, not within the steps themselves. Inefficient handoffs lead to low productivity and poor quality. Value Stream Mapping helps identify waste and streamline the production process.

Question 4: **Correct**
As a Product Owner, you have sufficient data showing the outcome of the last release. The information shows that very few people are utilizing the new functionality and a number of features are never being used.

Which of the following actions could you take to further evaluate this unexpected result?

(choose all that apply)

- **Run experiments to increase your understanding of your customer needs.**

  (Correct)

- **Spend more time talking with your users to understand their needs.**

  (Correct)

- **Evaluate whether the features are solving the intended problems.**

  (Correct)

- **Turn off the features that are never used and seek more user feedback.**

  (Correct)

Explanation

The end users are the most important stakeholder for the Product Owner to satisfy. Understanding the outcomes of the delivered work will provide information from which the Product Owner can make future decisions.

Question 5: **Correct**

What would be two boundaries, defined in Scrum, that gives guidance for teams to effectively self-manage?

(choose the best two answers)

- **Creating an integrated and potentially shippable Increment by the end of each Sprint.**

  (Correct)

- **Clearly defined functional teams within the Scrum Team to define handoff phases during development.**
- **Time-boxing the events in Scrum to allow for regular inspection and adaptation creating opportunities to adjust course in any given path.**

  (Correct)

- **Having a mixture of different levels of skills and experience to promote domain knowledge sharing.**

Explanation

Time-boxing promotes regularity and focuses on self-managed teams. Having shippable Increments allows teams to collaboratively make decisions on what needs to be done next.

Question 6: **Correct**

The Product Owner has the final say on if an Increment is Done.

Choose the best answer

- **TRUE**
- **FALSE**

  (Correct)

Explanation

The Developers are accountable for adhering to the Definition of Done.

Question 7: **Correct**

What can be measures of internal value?

(choose all that apply)

- **Employee Satisfaction**

  (Correct)

- **On-Product Index**

  (Correct)

- **Cycle Time**

  (Correct)

- **Time spent context-switching**

  (Correct)

- **Customer or user satisfaction gap**

Explanation

Internal value is the value that you deliver internally, within your organization.

Measures of Employee Satisfaction help gauge employee engagement, energy, and enthusiasm.

Measures of Cycle Time is the amount of time from when work starts on a release until the point where it is actually released. This measure helps reflect an organization's ability to reach its customer. On-Product Index is the percentage of time teams spend working on product and value. Time spent context-switching is the number of meetings per day per person, and the number of times a day team members are interrupted to help people outside the team.

External value is a value that you deliver to your customers and users. As a Product Owner, you have to find a balance in both delivering internal value and external value as both depend on each other.

Question 8: **Correct**

Towards the end of the Sprint Planning, the Developers is NOT able to confidently forecast Product Backlog items for the Sprint. However, as the Product Owner, you are able to clearly define the business objective you hope to achieve in the Sprint. Which would be the best two approaches?

(choose the best two answers)

- **If all agree they can extend the Sprint Planning until the Developers can forecast enough Product Backlog items before starting the implementation.**
- **Allow the Developers as much time as needed to review the Product Backlog items and reconvene when they are confident enough to make a forecast for the Sprint.**
- **They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.**

(Correct)

- **The Developers forecast the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.**

(Correct)

Explanation
All events are time-boxed events, such that every event has a maximum duration. The Developers modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers works through the plan and learns more about the work needed to achieve the Sprint Goal.
Question 9: **Correct**
Which of the following activities should a Product Owner never do?

Choose the best answer

- **Set the Sprint Goal for the Developers without consulting them**

(Correct)

- **Show the Increment to Stakeholders outside of the Sprint Review**
- **Allow Stakeholders to talk directly with the Developers**
- **Order the Product Backlog**

Explanation
Sprint Goals are set collaboratively by the Scrum Team in Sprint Planning.
Question 10: **Correct**
Which best describes testing responsibilities for the Developers?

(choose the best two answers)

- **Scrum recognizes no Tester titles for Developers.**

(Correct)

- **Increments must be approved by the Tester before they can be deemed releasable.**
- **There should be a testing phase at the end of each Sprint.**
- **Everyone of the Developers is responsible for the quality of the product.**

(Correct)

- **Ensuring all test cases created at Sprint Planning have been passed.**

Explanation

Scrum recognizes no titles for Developers of the Scrum Team members, regardless of the work being performed by the person. Individual Scrum Team members may have specialized skills and areas of focus, but accountability belongs to the Scrum Team as a whole.

Question 11: **Correct**

What three attributes help build an effective User Story?

(choose the three best answers)

- **Completeness**
- **Confirmation**

  (Correct)

- **Conversation**

  (Correct)

- **Compliance**
- **Card**

  (Correct)

Explanation

Although User Stories are not mandatory, they can be useful when used effectively. Effective user stories consist of the Three Cs: Card (can be written on a card), Conversation (increase conversation), Confirmation (capture the details of the User Story just in time).

Question 12: **Correct**

As a Product Owner, what are two approaches that can help you manage your business's exposure to risk?

(choose the best two answers)

- **Ensure that the Product Backlog items committed to at Sprint Planning are completed by the end of the Sprint.**
- **Create a risk management plan that identifies all future risks and solutions for addressing those risks.**
- **Conduct experiments so you can better understand customer needs.**

(Correct)

- **Ensure that no changes are made to the Sprint plan during an active Sprint.**
- **Keep the releases as small as possible, and release when the increment can provide a single new or improved outcome.**

(Correct)

Explanation
Releasing frequently will shorten the feedback loop and your ability to learn. This reduces the risks of building things that customers do not want or producing non-value-added items. Through these experiments, the Product Owner validates his/her assumptions on the customer's desired experience versus their actual experience.

Question 13: **Correct**
What can be included in the Product Vision and Strategy that will keep people motivated about the product?

(choose all that apply)

- **How the product will generate revenue.**

  (Correct)

- **How people will use the product to address their needs.**

  (Correct)

- **What people will gain by using the product.**

  (Correct)

- **The advantages the product has over competitors.**

(Correct)

Explanation

Anything that may help motivate and inform the Developers about the vision and strategy could be used. Therefore, "All of the answers" can be motivational tools. What are we trying to achieve, what is the potential of the solution we are trying to provide, how are we different than the competitors, etc.

Question 14: **Correct**

Product Backlog management includes which of the following activities?

(choose all that apply)

- **Identifying and reducing dependencies between Product Backlog items.**

  (Correct)

- **Reviewing the Product Backlog with key stakeholders.**

  (Correct)

- **Ordering the items in the Product Backlog.**

  (Correct)

- **Adding estimates to Product Backlog items.**

  (Correct)

- **Breaking down larger Product Backlog items into smaller items.**

  (Correct)

Explanation

The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. 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 in order for the product to be appropriate, competitive, and useful.

Question 15: **Correct**

Which two measures can help a Product Owner evaluate how much impact is being delivered?

(choose the best two answers)

- **How many Story Points is completed per Sprint.**
- **How satisfied the customers are.**

  (Correct)

- **How many items the team is delivering per Sprint.**
- **How frequently your deliveries are being used.**

  (Correct)

- **How much of the scope has been delivered versus what was planned.**

Explanation

Customer Satisfaction and Customer Usage Index are key-value measures that provide insights into your product's Current Value. These are components of the Evidence-Based Management (EBM) approach.

Question 16: **Correct**

As a Product Owner, understanding the Developers' velocity will help you measure the time to market and innovation rate. How does technical debt relate to velocity?

(choose the best two answers)

- **They are not related because technical debt is non-functional and velocity is calculated based on end-user functionality.**
- **Adding estimates to technical debt will allow the Developers to maintain a constant velocity, therefore, ensuring predictability.**
- **The Developers can artificially inflate velocity by allowing the technical debt to be incurred.**

  (Correct)

- **As the Developers are working on new Product Backlog items, they can run into technical debt resulting in an unexpected slow down in velocity.**

  (Correct)

Explanation

Technical debt is a natural occurrence when developing complex products. It is a concept in software development that reflects the implied cost of additional rework caused by choosing an easy solution now instead of using a better approach that would take longer. And how it is managed will depend on the team AND the context of the situation.

Question 17: **Correct**
The Product Owner should talk to customers?

Choose the best answer

- **FALSE**
- **TRUE**

   (Correct)

Explanation
Yes! And generally the more the better.
Question 18: **Correct**
You are a Product Owner and the most recent report is showing a downward trend in your product's users. A stakeholder (Subject Matter Expert) informs you that you need to release more features in order to win new customers. Based on the data you have collected, you have confirmed that the loss of customers is due to market changes rather than the lack of features. The stakeholder is afraid that if you don't increase the number of features in your next release, you risk missing the window of opportunity and losing the most valuable customers.

As a Product Owner, which two actions are most appropriate?

(choose the best two answers)

- **Collaborate with other stakeholders to gather additional ideas and take a poll on which ideas you should pursue.**
- **Acknowledge the stakeholder's viewpoint and increase the number of features in the next release.**
- **Acknowledge the stakeholder's viewpoint but decline to increase the number of features in the next release.**

   (Correct)

- **Run a small experiment, in collaboration with the stakeholder, to validate their feedback.**

   (Correct)

Explanation

The Product Owner has validated that the quantity of features is not the root cause of the declining customer base. Adding more features may or may not help, so running an experiment will help gather data for this approach.

The outcome of the stakeholder votes may not address the root cause that the Product Owner has already identified and may set the wrong expectations.

For the Product Owner to succeed, the entire organization must respect his or her decisions. The Agile Manifesto values collaboration over contract negotiation and running experiments support empiricism.

Question 19: **Incorrect**

Your product is currently meeting your targets and goals. The board members in your organization are convinced that there is still a large share of potential customers in your product's market. The Sales Director advises you to reduce your product's price in order to attract those customers but the Finance Director argues that this would have a negative impact on the product's profits. What sources of information can help you decide on your product's pricing strategy?

(choose the best three answers)

- **Company earnings reports.**
- **Customer satisfaction.**

   (Correct)

- **Sales channel strategy.**
- **Unmet customer needs.**

   (Correct)

- **Market share.**

   (Correct)

- **Competitor's pricing.**

   (Incorrect)

Explanation
The Evidence-Based Management (EBM) approach measures value delivered as evidence of organizational agility and provides ways to measure and improve the ability to deliver value. This approach enables organizations to make rational, fact-based decisions, elevating conversations from preferences and opinions to empirical evidence, logic, and insight.

Measuring Customer Satisfaction will help you evaluate the product's Current Value. Measuring market share and unmet needs will help you evaluate the product's Unreleased Value.

Using these data points will help you make more informed pricing decisions.

Question 20: **Correct**
Which two statements are the most accurate in regards to scaling Scrum for large projects that require multiple Scrum Teams?

(choose the best two answers)

- **A person focusing on the Sprint Backlog of a single Scrum Team is often more productive than that same person working on multiple Scrum Teams at the same time.**

    (Correct)

- **A well-structured Product Backlog can minimize and often eliminate Scrum Team members working on multiple Scrum Teams during a Sprint.**

    (Correct)

- **A Product Owner must work full time on a single Scrum Team.**
- **Customizing the core Scrum framework is necessary to be successful with Scrum at a large scale.**

Explanation
A person or team working on a single problem at a time is typically more effective than one that is working on multiple problems congruently as they can fully focus and dedicate their energy to resolving the problem before moving to the next. Having a well-structured Product Backlog can help minimize dependencies and increase focus for each team.
Question 21: **Correct**

The Product Owner is responsible for deciding when to deliver product releases to customers. The Developers are responsible for creating an increment that is potentially shippable. As a Product Owner, how can you help improve the release cycle?

(choose all that apply)

- **Support the Developers in getting ownership over the release process.**

    (Correct)

- **Collaborate with your Developers to automate the release process, automate tests, automate deployments, etc.**

    (Correct)

- **Raise awareness about the release process with your stakeholders and work with your company to remove organizational impediments hindering the Developers.**

    (Correct)

- **Plan at least one release Sprint every month.**
- **Involve the Release Department as they are the ones responsible for deploying product increments to the customers.**

Explanation

When the Developers don't have ownership over the release process, it is often more difficult to do a release and it often costs you as a Product Owner valuable time. As a Product Owner, you should be aware that improving the release process will support you in delivering more value for your Product so spending a little time on improving the release process every Sprint. This includes but not limited to automating parts of the delivery process and removing organizational impediments.

Question 22: **Correct**

Which of the following are the correct Key Value Areas in Evidence-Based Management from Scrum . org?

Select all that apply

- **Unrealized Value**

    (Correct)

- **Ability to Innovate**

(Correct)

- **Product Quality**
- **Current Value**

(Correct)

- **Time to Market**

(Correct)

- **Customer Value**

Question 23: **Correct**
What best describes a GO product roadmap?

(choose the best two answers)

- **It focuses more on the goals you want to achieve rather than the actual work to be done (the features).**

  (Correct)

- **It focuses on what is being worked on "now", what will be worked on "next", and work to be done "later".**
- **It provides an overview of all the user activities that need to be covered by the system.**
- **It enables value steering.**

  (Correct)

Explanation
GO roadmap is goal-oriented (hence the name). It provides organizations with outcome-based insights in order to steer on value. For example, goals such as user acquisition, activation, or retention will play a central role. This shifts the conversation from debating features to agreeing on strategic objectives, making smart investment decisions, and aligning the stakeholders.

Question 24: **Correct**
Which of the following are preferred stances of the Product Owner?

Select all that apply
- **The Visionary**

  (Correct)

- **The Business Analyst**
- **The Founder**
- **The Collaborator**

(Correct)

- **The Decision Maker**

(Correct)

Explanation
The Business Analyst and the founder are not among the preferred stances. The other options are all valid.
Question 25: **Correct**
How can Scrum help with making funding and investment decisions?

(choose the best two answers)

- **By frequently inspecting the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.**

(Correct)

- **Setting a fixed budget will ensure that the project is delivered on-time, within scope, and on-budget.**
- **The only financial decisions required is the funding necessary for the operational costs of the Scrum Teams.**
- **By releasing to the customers and users early and often.**

(Correct)

Explanation
The cost of developing, delivering, and sustaining products can impact how the flow of value is managed throughout the life of a product. Each Sprint is an opportunity to inspect the investment (financial, time, effort, etc) against the returned value (customer satisfaction, revenue, etc) of the work that has been delivered. The team can then decide on what it should do next to maximize the value of the investment.
Question 26: **Correct**
Scrum addresses which of the following four risks in software development?

(choose the best four answers)

- **The skills and working relationships of the people on the teams.**

  (Correct)

- **The timescale of the planned work.**

  (Correct)

- **The definition of incentive and bonus strategies by HR for all team members.**
- **The clear definitions of stages and gateways in the overall governance model.**
- **The complexity and unpredictability of the requirements.**

  (Correct)

- **The stability and complexity of the technology.**

  (Correct)

Explanation
Scrum is a framework within which people can address complex adaptive problems, while productively and creatively developing, delivering, and sustaining complex products of the highest possible value. Scrum employs an iterative, incremental approach to optimize predictability and control risk.

Question 27: **Correct**
TheDISCis a model that divides behavior into four personality types:
- Dominance - People with the D style tend to be direct, firm, or even forceful. They value taking action and getting results and generally are competitive.

- Influence - People with the I style tend to be outgoing, enthusiastic, and generally are optimistic in nature. Like the D style, they like to take action and are more collaborative than competitive.

- Steadiness - People with the S style tend to be patient and accommodating. They enjoy stability and much like the i style tend to be collaborative and enjoy being helpful.

- Conscientiousness - People with the C style are usually analytical and reserved. Similar to the S style, they prefer stability, but their priority on accuracy will cause them to challenge assumptions.

What would be the best way when approaching a stakeholder with a mostly Dominant trait?

(choose the best two answers)

- **Offering him/her solutions.**

  (Correct)

- **Providing him/her with options.**

  (Correct)

- **Build empathy and ask him/her for advice.**
- **Convince him/her to escalate the problems.**

Explanation

When working with a D, be direct, to the point, and brief. Focus on tangible points and talk about "what" instead of "how". Focus on the business instead of social topics and try to be results-oriented. Make suggestions for how to achieve the goal instead of talking about why it won't work. Try to thinking like a D, be confident and focus on problem-solving.

Question 28: **Correct**

Which of the following is true for the Current Value - Key Value Area in Evidence-Based Management from Scrum.org?

Choose the best answer

- **It expresses the organization's ability to quickly deliver new capabilities, services, or products**
- **It suggests the potential future value that could be realized if the organization could perfectly meet the needs of all potential customers**
- **It reveals the value that the product delivers to customers, today**

  (Correct)

- **It expresses the ability of a product development organization to deliver new capabilities that might better meet customer needs**

Explanation

Current Value reveals the value that the product delivers to customers, today.

Question 29: **Correct**

Experimentation can help a Product Owner to:

(select all that apply)

- **Understand the Product/Market fit and business viability of a product.**

  (Correct)

- **Make decisions on whether to invest and build something.**

    (Correct)

- **Have complete certainty as to the future success of a product.**
- **Reduce waste.**

    (Correct)

Explanation
Complex contexts are often unpredictable, and the best approach here is to "Probe – Sense – Respond." Rather than trying to control the situation or insisting on a plan of action, it's often best to be patient, look for patterns, and encourage a solution to emerge. It can be helpful to conduct experiments in these situations in order to make future decisions.

Question 30: **Correct**
When should refining of the Product Backlog occur?

(choose the best two answers)

- **The Business Analysts prepare items to be worked on at least 1 Sprint ahead of development.**
- **The Product Owner and the Developers can refine the Product Backlog during any Sprint as needed, ideally in advance of the upcoming Sprint.**

    (Correct)

- **The Product Owner and the Developers do it in the current Sprint if they have been unable to do it in preceding Sprints.**

    (Correct)

- **The Product Owner must do this as essential work in Sprint 0.**
- **The Product Owner does this between the end of the previous Sprint and the start of the next.**

Explanation
Product Backlog refinement is a continuous activity. When an item is at the top of the backlog, which means it will be developed in the near future, more refinements are usually needed to make sure it is clear and contains just enough details (not all possible details).

It's preferred to have the items that will be selected in the Sprint Backlog completely refined before Sprint Planning; however, it's OK to have more refinement done during the development.

Remember that there's no such thing as Sprint 0 and there's no time between two Sprints that can be spent on something such as refinement. The team is also cross-functional and does the a-z of the work needed for each item, including refinement; they don't use people from other parts of the company.

Question 31: **Correct**
Which of the following are true when it comes to scaling the Product Owner accountability?

Select all that apply

- **A large Product should have a Chief Product Owner**
- **There is only 1 Product Backlog per Product**

  (Correct)

- **There should be as many Product Owner as is necessary**
- **The Product Owner can be assisted by the Developers**

  (Correct)

- **Each Product has one Product Owner**

  (Correct)

- **Each Product has a Product Owner**

  (Correct)

Explanation
Scrum does not include a Chief Product Owner.
The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.
Question 32: **Correct**
When value can be measured infrequently, it becomes a …

Choose the best answer

- **Leading indicator**
- **Lagging indicator**

(Correct)

Explanation
When value can be measured infrequently, it becomes a lagging indicator.
Question 33: **Correct**
You have a Scrum Team that has been working together for over a year. The Scrum Team consists of 11 members who rarely collaborate and work within their functional boundaries. There are no Sprint Goals and most of the items in the Sprint Backlog are unrelated. The Scrum Team has concluded that it is not possible to create Sprint Goals based on the items in the Product Backlog. What might explain why the Scrum Team is finding it difficult to craft Sprint Goals?

(choose all that apply)

- **The Product Owner is not empowered to make decisions about items in the Product Backlog nor how they are ordered.**

  (Correct)

- **The Sprints are too long.**
- **Scrum might not be the best framework for this team.**

  (Correct)

- **The Scrum Team is too big.**
- **The Product Owner doesn't set objectives that he/she wants to achieve with upcoming Sprints.**

  (Correct)

Explanation
Many people misinterpret the Scrum Guide as stating the Scrum Team size is limited to 10 members, which is not. As the number of members increases, the lines of communication also increase. This can be calculated using the Group intercommunication formula: $n(n - 1) / 2$ where n is the number of members. Some teams are able to handle the risk and "synergize" whereas others might struggle. Saying that the relationship between defining a Sprint Goal and Development Team size is unclear.

But the relationship between the ordering of the Product Backlog, the PO having clear objectives, and the Sprint Goal is direct. The Product Owner typically comes to the Sprint Planning with a business objective in mind and Product Backlog items related to the business objective. After deciding what can be done for the upcoming Sprint, the

Scrum Team will craft a Sprint Goal that would be met through the implementation of the items. This is not dependent on the size of the team nor the length of the Sprint.

Scrum is also a framework that's fit for purpose. Some projects/products are not fit for Scrum...or better stated - Scrum is not suitable for all projects/products.

Question 34: **Correct**
Peter, a Product Owner, sees that sales for his product are declining whereas competitors are increasing. Which Key Value Areas (KVA) can help Peter analyze and decide what to do next?

(choose the best two answers)

- **Time to Market**
- **Ability to Innovate**
- **Unrealized Value**

    (Correct)

- **Current Value**

    (Correct)

Explanation
Focus first on whether or how your product delivers value to customers, as well as whether your customers have unmet needs that your competitors are more effective in meeting.

Question 35: **Correct**
Mary, a Product Owner, notices that the Developers have been struggling to get the forecasted work done in the last few Sprints. What can Mary do to help the Developers?

(choose the best two answers)

- **Make the Definition of Done less stringent.**
- **Inform the Scrum Master so he/she can help the Developers learn techniques for improving their ability to forecast work.**

    (Correct)

- **Do not end the Sprint until the work is done.**
- **Mary can spend more time with the Developers.**

(Correct)

Explanation
The Product Owner serves the Developers by ensuring it understands the Product Backlog items to the level needed.

The Scrum Master serves the Developers by coaching the Developers in self-managing and cross-functionality. This includes helping the team find ways to improve their skills.

Extending the Sprint or modifying the DoD is a short-term solution and masks the impediment rather than removing it.

Question 36: **Correct**
During the Sprint Review, your stakeholders suggest temporarily delaying the start of the next Sprint in order to react more quickly to the expected user feedback after the latest release. As a Product Owner, what would be two acceptable approaches?

(choose the best two answers)

- **Continue with the Sprints but allow the Sprint Goal within the Sprint to change according to the customer feedback.**
- **Continue with the Sprints but shorten the Sprint time-boxes to allow for shorter feedback loops.**

(Correct)

- **Continue with the Sprints and include the customer feedback in the Product Backlog.**

(Correct)

- **Delay the next Sprint to allow the Scrum Team to work on new customer feedback.**

Explanation
A new Sprint starts immediately after the conclusion of the previous Sprint. Delaying the start of the next Sprint interrupts progress and can reduce the Time-to-Market. Shortening the Sprint length allows the team to respond quickly to changes outside of the Sprint plan and while still allowing delivery of business value. Adding user feedback to the Product Backlog helps the Product Owner with ordering the backlog to maximize the flow of value.

During the Sprint no changes are made that would endanger the Sprint Goal.

Question 37: **Correct**
What is the value of a Product Owner having a clear and inspiring Product vision?

(choose the best three answers)

- **It makes it easier to inspect progress.**

  (Correct)

- **It provides a focus when making decisions.**

  (Correct)

- **It ensures that the Scrum Team is committed to delivering all of the Product Backlog items.**
- **It is not defined in Scrum and therefore optional.**
- **It provides a direction and purpose for the product.**

  (Correct)

Explanation
The Product vision describes the purpose of a Product, the intention with which the Product is being created, and what it aims to achieve for customers and users. The Product vision describes the future state of the Product and what problems it tries to resolve or what ambitions it tries to fulfill.

Having a clear and inspiring Product vision helps in motivating and inspiring people, like the Development Team, the stakeholders and customers, and users. It also provides a common understanding of the direction we want to move towards. Besides that, the Product vision also supports the Product Owner in making choices about what to build and what not to build for the Product.

Question 38: **Correct**
Agile approaches help organizations rapidly respond to market changes. Which measurements would be helpful in identifying improvement areas to an organization's ability to respond to change?

(choose all that apply)

- **Technical Debt**

  (Correct)

- **Velocity**

  (Correct)

- **Revenue per employee**
- **Cycle time**

  (Correct)

- **On product index**

  (Correct)

Explanation
At the end of each iteration, the team adds up effort estimates associated with user stories that were completed during that iteration. This total is called velocity.

Velocity may unexpectedly drop when the Developers runs into technical debt while attempting to complete new Product Backlog items.

Cycle time represents the time that elapses from the beginning of a process or operation until it's done.

An on-product index is the measure of time a team spends working on the product. This KPI measures the efficiency of how a team is run and how much they're contributing to a product's growth.

Revenue per Employee will not help you understand key areas to improve responsiveness.

Question 39: **Correct**
Experimentation can help a Product Owner to:

Select all that apply

- **Have complete certainty as to the future success of a Product**
- **Reduce waste**

  (Correct)

- **Decide whether we should invest and build something**

  (Correct)

- **Understand Product / Market fit and if we can create a business around a Product**

  (Correct)

Explanation
In a complex environment, nothing can help a Product Owner to have complete certainty as to the future success of a Product.

Question 40: **Correct**
You are a Product Owner joining an existing Scrum Team that has been working together for eight Sprints. The Developers of the Scrum Team has grown to have a good understanding of the functionality and business for the product they have been building. As the new Product Owner, what are the two most effective ways for you to onboard?

(choose the best two answers)

- **You start building a good relationship with the stakeholders of the product. Ongoing interaction with them is important to regularly align with changing organizational or market expectations. You also invite the right stakeholders to the Sprint Review meeting.**

  (Correct)

- **You make sure that there are no ambiguities or possible misunderstandings in the items on the Product Backlog when they are handed over to the Developers. This is best done by capturing the functional requirements during an analysis phase, resulting in documents that are considered as the working product of such analysis Sprints.**

- **You rely on the Developers and the stakeholders to formulate the Product Backlog, as they are the ones most knowledgeable. By asking them questions and working with them you will quickly be up to speed.**

(Correct)

- **You have the Developers send you daily updates on changing business priorities. The Daily Scrum allows the Developers to adapt to the changes in scope without delay.**

Explanation
The ones that are closest to the work are the best ones to understand and explain what the work is and what the needs of the users and product are.

1. You have 20 teams working on a single release that will deliver 30 different features to your customers. It is estimated that this release will be completely finished in 4-5 months.
How can you improve your Time to Market? (choose the best answer)
A. As soon as a feature is ready, deliver it in its own smaller release.
B. Automate parts of the development and testing process to reduce waste.
C. Add more developers to increase the overall development capacity.
Answer: A

2. What best illustrates a GO product roadmap? (choose the best two answers)
A. It provides an overview of all user stories ordered by a sequence of releases.
B. It focuses on what is being done now, what will be done next and what will be done later.
C. It focuses on the goals rather than the features
D. It supports value steering
Answer: C,D

3. Which two Key Value Areas are most affected by the daily frequency a team is switching tasks or is
interrupted? (choose the best two answers)
A. All of the above.
B. Time to Market.
C. Unrealized Value.
D. Ability to Innovate.
E. Current Value.
Answer: B,D

4. What questions might the Developers use at the Daily Scrum? (choose the best three answers)
A. How many hours did I spend on the project yesterday?
B. What impediments are in my way or in the way of the team?
C. Why were you late?
D. How many meetings did you have yesterday?
E. What work am I going to do today to help the team achieve its goal?
F. What work did I do yesterday to help the team achieve its goal?
Answer: B,E,F

5. Who participates at the Sprint Review? (choose all that apply)
A. The Key Stakeholders
B. The Product Owner

Question 1: **Correct**
Which of the below are mandatory in Scrum? (choose all that apply)

- **None of the above.**

   (Correct)

- **Project Gantt chart.**
- **Refactoring.**
- **Burndown chart.**
- **Feature burn-up.**
- **Critical Path Analysis.**

This was discussed in Lecture 77: **Question - Are Burndown charts required in Scrum?**
Question 2: **Correct**
Burndown charts are a visual aid to showing progress, what does it track? (choose the best option)

- **Accumulated business value delivered to the customer.**
- **Work remaining across time.**

   (Correct)

- **Individual worker productivity.**
- **Accumulated cost.**

This was discussed in Lecture 76: **Question - Burndown trendline**
Question 3: **Correct**
After examining your product's customer base, you discover that various customer types utilize your product in distinct ways. Given this insight, what is the best thing to do? (choose the best answer)

- **Retain a single product, ensuring that each release caters to every customer type.**
- **Take no action; focus on new features to attract new customers and boost sales.**
- **Maintain a single product but adopt different marketing strategies for each customer type.**
- **Consider developing separate products tailored to the needs of each customer type.**

(Correct)

This was discussed in Lecture 113: **Question - Different user groups**

Question 4: **Correct**

When should the project plan be updated? (choose the best answer)

- **The project plan must be updated before to the Daily Scrum.**
- **The Product Backlog is the plan in Scrum. It is updated as new information and insights emerge.**

(Correct)

- **After the Daily Scrum to ensure an accurate daily overview of project progress.**
- **Before the Sprint Planning to know how much work will have to be done in the Sprint.**

This was discussed in Lecture 67: **Question - Product Backlog management**

Question 5: **Correct**

Your company is trying to raise venture capital. Your CEO has asked you to speak with a potential stakeholder investor. This person wants to see data to assess the value your product is delivering. Which measures might give insight into this? (choose all that apply)

- **The weekly velocity of the Developers.**
- **The average selling price as compared to close competitors.**

(Correct)

- **Product profitability.**

(Correct)

- **Revenue per Employee.**

(Correct)

- **Market Share.**

  (Correct)

This was discussed in Lecture 93: **Question - Product Value for an investor**
Question 6: **Correct**
After a recent big release, you as the Product Owner look at the usage data per feature, new and old. To your surprise the data reveals that several features you and your stakeholders deemed crucial are actually among the least used by your customers. What steps would you take to investigate this situation? (select all that apply)

- Immediately remove the least-used features.
- Consider removing the features that have never been used.

  (Correct)

- Design an experiment to identify the features users perceive as valuable.

  (Correct)

- Engage with some of your users to gain a better understanding of their needs.

  (Correct)

- Conduct further analysis on the newly released features to determine if developers implemented them correctly.

  (Correct)

This was discussed in Lecture 97: **Question - New features are not being used**
Question 7: **Correct**
The company you work for desperately needs to boost the market share of one of its key products. The sales department is urging for a price reduction to lure more customers with attractive prices, while the accounts department is worried about a potential loss of profitability with reduced prices. What are the top four sources of information to consider when evaluating the sales leader's proposal to reduce the price?

- Competitor pricing analysis.

  (Correct)

- Identification of unaddressed customer needs.

(Correct)

- **Company's earnings targets.**
- **Market share analysis.**

(Correct)

- **Examination of customer satisfaction levels.**

(Correct)

- **Assessment of the channel sales strategy.**

This was discussed in Lecture 96: **Question - Should you reduce the price?**

Question 8: Correct
The smallest amount of progress that can still be considered valuable enough to be released is one that: (choose the best option)

- **Delivers all Sprint Backlog items.**
- **Delivers a single new or improved outcome.**

(Correct)

- **Adds a new feature.**
- **Fixes at least one defect.**

This was discussed in Lecture 107: **Question - Minimum increment**

Question 9: Correct
Why does Agile insist on frequent product releases? (choose the best option)

- **They enable teams to inspect and adapt more frequently.**
- **They help teams better understand and meet customer needs.**
- **Smaller, more frequent releases are less risky.**
- **They help teams to learn how to correct and eliminate errors.**
- **All of the above.**

(Correct)

- **None of the above.**

Explanation
See the video on release frequency in the Release Planning section if the explanation video for this one does not load below (I am experiencing a bug with Udemy for this one). Let me know if the problem persists.
This was discussed in Lecture 108: **Question - Release frequency**

Question 10: **Correct**
Which two Key Value Areas are primarily impacted when an individual or team switches tasks or encounters interruptions often? (choose the best two answers)

- **Ability to Innovate.**

  (Correct)

- **Current Value.**
- **Unrealized Value.**
- **Time to Market.**

  (Correct)

- **All of the above**

This was discussed in Lecture 102: **Question - Task Switching KVM**

Question 11: **Correct**
You have a furniture company that manufactures multiple products. You are considering the allocation of new investment funds for 2 products in particular. Product A has a wider target audience but experiences lower customer satisfaction, and Product B currently generates higher revenue. Given this information, which of the below investment approaches would you pick?

- **All of the above.**
- **Explore increasing marketing efforts for Product B to grow its market share.**
- **Invest in Product A to enhance its market share, customer satisfaction, and revenue generation.**

  (Correct)

- **Initially invest in both equally, regularly evaluating the effects of new investments and marketing campaigns for both products.**

This was discussed in Lecture 95: **Question - Product A and B for target markets**

Question 12: **Correct**
Managing the Product Backlog involves which of the following? (choose all that apply)

- **Reducing or ideally eliminating dependencies between items**

  (Correct)

- **Breaking large Product Backlog items into multiple smaller Product Backlog items.**

(Correct)

- **Ordering the items.**

  (Correct)

- **Reviewing the Product Backlog items with stakeholders.**

  (Correct)

- **Forecasting the effort required of Product Backlog items.**

  (Correct)

This was discussed in Lecture 66: **Question - Managing backlog items**

Question 13: **Correct**

You are an experienced Product Owner and team leader. You want to ensure your vision inspires and creates motivation. Which of the below elements might you included in the Product Vision and strategy to maintain enthusiasm for the product among stakeholders? (choose all that apply)

- **A description of the product's users and what they want to achieve.**

  (Correct)

- **A description of how the product will generate revenue.**

  (Correct)

- **A description of how the product competes against others in the market.**

  (Correct)

- **A description of how your product will be used to achieve outcomes.**

  (Correct)

- **A description of what value the product brings to the users and how it can be measured.**

  (Correct)

This was discussed in Lecture 48: **Question - Attributes of a good Product Vision**

Question 14: **Correct**

Which two Scrum Values are primarily impacted when an individual or team switches tasks or encounters interruptions often? (choose the best two answers)

- **Respect.**
- **Focus.**

  (Correct)

- **Commitment.**

  (Correct)

- **Openness.**
- **Courage.**

This was discussed in Lecture 25: **Question - Task Switching**

Question 15: **Correct**

A separate Product Owner and Product Backlog is needed for every: (choose the correct answer)

- **Portfolio**
- **Program**
- **Product**

  (Correct)

- **Project**

This was discussed in Lecture 14: **Question - How many Product Owners?**

Question 16: **Correct**

Your organization has recently adopted Scrum. Management seeks to quantify the benefits gained by Scrum thus far. Which metrics are most useful in assessing if value is being delivered in terms of the features released and the organizations' adoption of Scrum. Which two metrics would be most suitable? (choose the best two options)

- **Time to market.**

  (Correct)

- **Team velocity.**
- **Work efficiency.**
- **Customer satisfaction.**

  (Correct)

- **Expenditure.**

Question 17: **Correct**

Over the last few Sprints the Developers have struggled to get all their forecasted work done to meet the Sprint Goals. What should the Product Owner do to help the Developers to improve their forecasting for the next few Sprints? (choose all that apply)

- **The Product Owner should spend more time with the Developers.**

  (Correct)

- **Bring this up in the next Sprint Retrospective to discuss why this happens and what changes will help to fix it.**

  (Correct)

- **Add more Developers to the team so they can get more done.**
- **Change low performing Developers for high performers.**
- **Ask the Scrum Master to show the Developers techniques for improving their ability to forecast work.**

  (Correct)

Question 18: **Correct**

As a Product Owner, you are faced with multiple stakeholders, each with at least one feature they consider crucial for the next release. You have verified that these feature requests are valid and could enhance your product. What is the best course of action? (Choose the best answer)

- **Delay the release until all essential features are completed and integrated into the product.**
- **Prioritize the needs of the two most influential stakeholders and release once their requirements are met.**
- **Escalate the situation to the steering committee for a decision.**
- **Release the product once you can deliver at least one valuable outcome, even if not all features have been implemented.**

  (Correct)

Question 19: **Correct**

What are the key advantages of a Product Owner sharing a well-defined Product Vision and ensuring everyone understands it properly? (select the top three answers)

- **A Product Vision is not compulsory in Scrum, and it doesn't provide any direct advantages.**
- **It keeps the Scrum Team focused and offers a reference point for their decisions.**

  (Correct)

- **A Product Vision offers a comprehensive direction, ensuring that Sprints deliver significant value.**

  (Correct)

- **A Product Vision enables the Sprint Review to assess incremental progress effectively.**

  (Correct)

- **A Product Vision helps the Scrum Team to commit to completing the remaining work in the Product Backlog.**

This was discussed in Lecture 46: **Question - Clear Vision Benefits**
Question 20: **Correct**
If the Product Owner is struggling to find time to complete all of his/her work, what can he/she do to ensure the Product Owner accountabilities are met? (choose the best answer)

- **None of the above**
- **Divide the Product Owner role into ₮Business Product Owner⁊ and ₮Technical Product Owner" roles to share the work.**
- **All of the above.**
- **Reduce the product into components, and assign a Product Owner to each, then assume the role of ₮Chief Product Owner⁊ responsible for the integrated product.**
- **Delegate tasks to Developers, like detailing Product Backlog items, interviewing users, and analyzing data.**

  (Correct)

This was discussed in Lecture 64: **Question - Product Owner delegation**
Question 21: **Correct**
What will the Product Owner most likely be doing during the Sprint? (choose be best 3)
- **Running the Daily Scrum.**

- **Updating the Sprint burndown chart.**
- **Answer questions from the Developers about items in the current Sprint.**

  (Correct)

- **Reordering items in the Product Backlog.**

  (Correct)

- **Prioritizing the Developers tasks in the Sprint Backlog.**
- **Gathering more information and opinions from stakeholders.**

  (Correct)

This was discussed in Lecture 16: **Question - Product Owner During a Sprint**

Question 22: **Correct**

In order to justify the price increase of a product, your primary objective should be to (choose the best answer)

- **Lower the price temporarily before raising it higher than the original.**
- **Enhance the product by adding more features.**
- **Reduce the number of features to improve ease of use.**
- **Improve the value experienced by the customer.**

  (Correct)

This was discussed in Lecture 94: **Question - Price increase**

Question 23: **Correct**

In the context of Scrum, how should budgeting and financial forecasting be approached? (choose the best two options)

- **Budgeting is unnecessary since the only required funding pertains to the operational costs of Scrum Teams.**
- **Regularly examine the results of delivered Sprint Increments to assess the value produced relative to the investment made.**

  (Correct)

- **Establish a fixed budget and guarantee that the project is completed on schedule, within the defined scope, and adhering to the budget.**
- **Fund a single release through multiple Sprints, with each Sprint delivering shippable increments.**

  (Correct)

- **Scrum is incompatible with traditional accounting practices, so the finance department should allocate a fixed cost per Sprint for each team.**

This was discussed in Lecture 60: **Question - Budgeting for a new feature**

Question 24: **Correct**

The Sprint Backlog represents the Sprint forecast, but what is the best description of a Sprint forecast? (choose the best answer)

- **Useful for the stakeholders to know what tasks individual Developers are responsible for.**
- **A commitment by the Developers to deliver a particular set of Product Backlog items.**
- **The amount of work the Developers believe they can complete in that Sprint.**

  (Correct)

- **A tool for management to monitor team performance and capacity.**

This was discussed in Lecture 71: **Question - What is a Sprint forecast?**

Question 25: **Correct**

You work for a bank that has many financial products such as investment funds, credit cards, high interest savings accounts and more. The issue is, when one of these products changes it impacts the return on investment (ROI) and this has a knock on effect to the other products the bank offers as investors compare ROI between the products. What can you do to reduce this issue?(choose the best answer)

- **To ensure consistency, create a centralized and coordinated multi-product development plan.**
- **Ensure that the Program Office manages all releases of all products.**
- **Appoint one Product Owner to oversee all the products.**
- **Form products that are as independent as possible and let each product determine their own release plans, but ensure coordination.**

  (Correct)

- **All of the above.**

This was discussed in Lecture 109: **Question - Own release plans**

Question 26: **Correct**

Who is accountable for ensuring the Product Goal is communicated and maintained? (choose the best answer)

- **The Developers.**
- **Executive Sponsors.**
- **All of the above.**

- **The Product Owner.**

  (Correct)

- **Stakeholders.**

This was discussed in Lecture 44: **Question - Product Goal**

Question 27: **Correct**

When a user's expectations of a product are not met, meaning their desired experience does not meet their actual experience, this is described as... (choose the best answer)

- **A product failure.**
- **Unattainable user expectations.**
- **The user satisfaction gap.**

  (Correct)

- **Expectation experience drift.**

This was discussed in Lecture 116: **Question - User Satisfaction**

Question 28: **Correct**

If Product Backlog items are not clear during Sprint Planning what might happen? (choose the best 2 answers)

- **There will be no impact on Sprint Planning or the Sprint.**
- **The Scrum Master has failed, the Scrum Master is changed and the Sprint is re-started.**
- **Sprint Planning will take longer as the Product Owner needs to explain backlog items.**

  (Correct)

- **The Developers will have difficulty creating a forecast of work for the Sprint without more clarity.**

  (Correct)

- **The team cancel the meeting so backlog refinement can be done first.**
- **Nothing, so long as the Product Owner gives the Developers a clear Sprint Goal.**

This was discussed in Lecture 74: **Question - Unclear Backlog Items**

Question 29: **Correct**

When should the Scrum Team do Product Backlog refinement? (choose the best 2 answers)

- **In the current Sprint if they have been unable to do it in preceding Sprints.**

  (Correct)

- **During any Sprint as needed, ideally in advance of the upcoming Sprint.**

  (Correct)

- **It must be done by Sprint 0.**
- **The Product Owner takes the time between the Sprints to do it.**
- **Business Analysts will do the refinement work for the Scrum Team, usually 1-2 Sprints ahead of the development Sprints.**

This was discussed in Lecture 63: **Question - When to do product backlog refinement**

Question 30: **Correct**

Why would you consider reducing investment in a product? (choose the best option)

When the unrealized value is extremely low.

Question 1: **Correct**

Managing the Product Backlog involves which of the following? (choose all that apply)

- **Ordering the items by priority.**

  (Correct)

- **Forecasting the effort required of Product Backlog items.**

  (Correct)

- **Reducing or ideally eliminating dependencies between items**

  (Correct)

- **Breaking large Product Backlog items into multiple smaller Product Backlog items.**

  (Correct)

- **Reviewing the Product Backlog items with stakeholders.**

  (Correct)

This was discussed in Lecture 66: **Question - Managing backlog items**

Question 2: **Correct**

How much information is actually needed to start a Sprint? (choose the best answer)

- **All of the potential tasks. Sprint Planning cannot finish until all of the work is identified and estimated.**
- **Just enough tasks for the Scrum Master and Product Owner to be confident in the Developer's understanding of the Sprint.**
- **Just enough to understand the design and architecture.**
- **Enough so the Developers can create a forecast of what they can do during the Sprint.**

(Correct)

This was discussed in Lecture 79: **Question - How of Sprint Backlog needed to start**

Question 3: **Incorrect**

Scrum is about getting started, the right product will emerge eventually. True or False?

- **False**

(Correct)

- **True**

(Incorrect)

This was discussed in Lecture 47: **Question - Just get started**

Question 4: **Correct**

Which of the below are true regarding the Product Backlog? (choose the best two answers)

- **The Product Backlog should be visible to the Scrum Team and stakeholders.**

(Correct)

- **All Product Backlog items must be expressed as user stories.**
- **Only the Product Owner can place items on the Product Backlog.**
- **All Product Backlog items must be identified before the first Sprint begins.**
- **The Product Backlog is ordered by the Product Owner.**

(Correct)

- **The Product Backlog represents the input of all stakeholders and eliminates any need for the Developers to speak to stakeholders.**

This was discussed in Lecture 62: **Question - Product Backlog Truths**

Question 5: **Correct**

You release a feature that came from requirements provided to you from a key stakeholder. You find that the feature does not actually get used. You suspect the key stakeholder and other stakeholders do not understand the needs of the users as much as they think. Should you discuss this with them? (choose the correct answer)

- Yes. They should realise their association with wasted effort.
- No. Look for new users who need this feature.
- No. You should show that the feature hasn't been used yet, but suggest it might be used in the future.
- Yes. If you share what you learned from the release, it may help them improve their understanding and ability to research what users actually need.

  (Correct)

This was discussed in Lecture 34: **Question - Difficult Stakeholder Knowledge share**

Question 6: **Correct**

Which statement is the best description of the Sprint Review? (Choose the best answer)

- A chance to evaluate the Sprint's outcome and decide on future adjustments.

  (Correct)

- A meeting to retrospectively analyze the team's performance during the Sprint.
- A showcase of the functionality accomplished in the Sprint.
- An examination of the work completed by the Developers during the Sprint.
- A planning session to decide on the scope of work for the next Sprint.

This was discussed in Lecture 37: **Question - Sprint Review Facts**

Question 7: **Correct**

The user satisfaction gap is the difference between ... (choose the best two answers)

- The total market size.
- The user's actual experience.

  (Correct)

- The user's desired experience.

  (Correct)

- The current market share of the product.

This was discussed in Lecture 101: **Question - What is the User Satisfaction Gap**

Question 8: **Correct**
A new Scrum team has been ineffective at forecasting the effort required for their Sprint Backlog items. Due to items taking longer than predicted, they fear they will not be able to meet the Sprint Goal and inform yourself as the Product Owner. What first action should you take? (choose the best first option)

- **End the Sprint, since the goal cannot be achieved.**
- **Inform management that more resources are needed.**
- **Skip Product Backlog refinement activities, to gain more development time in the Sprint.**
- **Change the Sprint Goal to match what the Developers can deliver.**
- **Try to reduce the scope of the Sprint, if possible, to still meet the Sprint Goal.**

(Correct)

This was discussed in Lecture 73: **Question - Sprint Problems during the Sprint**

Question 9: **Incorrect**
Which is the best description of the Sprint Backlog as a result of Sprint Planning? (choose the best answer)

- **It is an exhaustive list of all tasks for the Sprint.**
- **It must be ordered by the Product Owner.**
- **It is a task list where every Developer has signed up for all the tasks that they intend to do in the Sprint.**

(Incorrect)

- **It is a decomposition of Product Backlog items such that enough work is decomposed for at least the first days of the Sprint.**

(Correct)

- **It is a list of the User Stories estimated in story points, and a list of corresponding tasks that are estimated in hours.**

This was discussed in Lecture 18: **Question - Sprint Backlog Definition**

Question 10: **Correct**
As a Product Owner in scaled Scrum with multiple Scrum teams, what approach would be most beneficial when you are unable to dedicate enough time to each team?(choose the best option)

- **Ensure all Scrum Teams have a thorough grasp of the Product Vision, so they can be guided by it if you delegate certain tasks to the Developers.**

(Correct)

- **Assemble a group of Proxy Product Owners from the current Scrum Team members.**
- **Hire additional Product Owners for every product component.**
- **All the above options are valid; the decision depends on the specific situation.**
- **Collaborate with the Program Management Office to receive the necessary support.**

This was discussed in Lecture 45: **Question - Delegation**

Question 11: **Correct**

As the Product Owner you monitor and share your product usage dashboard which shows usage rate by feature. The data shows a particular feature is seldom used. An influential stakeholder disputes the data, and insists that the particular feature is essential, despite indicated low usage rates. The stakeholder believes that measuring feature usage is a waste of time, as it is obvious that the feature should be useful. You have confirmed that the data is accurate. What should you do? (choose the best answer)

- **Keep measuring and openly share the data for transparency, and use it for decision-making.**

   (Correct)

- **Remove the feature.**
- **Continue measuring feature usage and use it to inform your decisions, but do not publish it.**
- **Stop measuring feature usage to please the stakeholder.**

This was discussed in Lecture 115: **Question - Difficult stakeholder - keep measuring**

Question 12: **Incorrect**

Which of the following are true about Scrum? (Select all that apply).

- **Scrum is a framework designed to deliver value through adaptive solutions for complex problems.**

   (Correct)

- **Each element of Scrum serves a distinct purpose and is crucial for the successful application of Scrum in building complex products.**

   (Correct)

- **Scrum is similar to traditional processes, with the key difference being self-management replacing Project Managers.**

   (Incorrect)

- **Scrum is founded on the principles of empiricism.**

  (Correct)

- **Scrum is a methodology that allows you to selectively implement components based on your organization's specific needs.**

  (Incorrect)

This was discussed in Lecture 31: **Question - What are the advantages of Agile?**
Question 13: **Correct**
A new social media app has entered the market and is starting to steal customers away from your company's primary social media product. Your competition releases new and useful features quicker than you can and their customers are more satisfied. You realise you need to improve your T2M. How can you do this? (choose all that apply)

- **Use automation to improve speed.**

  (Correct)

- **Removing activities that do not add value to the development and delivery process.**

  (Correct)

- **Taking control of and improve the delivery pipeline.**

  (Correct)

- **Reducing the number of features in each product release.**

  (Correct)

- **Removing internal communication bottlenecks.**

  (Correct)

This was discussed in Lecture 100: **Question - Improving time to market 2**
Question 14: **Correct**
During Sprint Planning the Product Owner insists on a large scope for the Sprint Goal. The Backlog items chosen are getting greater than the Developers believe they can meet in the Sprint. Which actions should be taken? (choose all that apply)

- **Change or remove selected Product Backlog items whilst considering the Sprint Goal.**

(Correct)

- **Do not start the Sprint and take a pause between Sprints to work on backlog refinement.**
- **Ask the Developers to work overtime for this Sprint and promise that it will not happen again.**
- **The Developers ensure that the Product Owner is aware, start the Sprint and monitor progress.**

(Correct)

- **Start the Sprint and recruit additional Developers to help.**

This was discussed in Lecture 72: **Question - Sprint Problems at Sprint Planning**

Question 15: Correct

Who has accountability for clearly expressing the Product Backlog Items?(choose the best answer)

- **The Developers.**
- **The Scrum Master.**
- **The Product Owner, who can designate a team member within the Scrum Team to handle the task.**

(Correct)

- **The Scrum Master, with the option to enlist the Developers' assistance.**
- **The Scrum Master, with the option to enlist the Product Owner's assistance.**

This was discussed in Lecture 65: **Question - Accountable for the backlog being clear**

Question 16: Correct

In Scrum every .... needs a Product Owner. Choose from the below to fill in the blank.

- **Project**
- **Product**

(Correct)

- **Program**
- **Portfolio**

Explanation
In Scrum every Product should have a Product Owner. Only one Product Owner and one Product Backlog. It may have multiple Scrum Teams (such as in a Nexus), but only ever one Product Owner and Backlog.

The below video question covers the same topic.

Question 17: **Correct**
If you are uncertain about customer needs and what the market wants, what should you do? (choose the best two answers)

- **Spend more time on validating your customer need assumptions.**

  (Correct)

- **Consider developing a different product.**
- **Release often with smaller releases.**

  (Correct)

- **Spend more time creating a risk management plan.**

Question 18: **Correct**
Your organization has recently adopted Scrum. Management want to know which metrics are most useful in assessing how valuable the users find the product. Which two metrics would be most suitable?(choose the best two options)

- **Customer satisfaction.**

  (Correct)

- **Frequency of use per feature.**

  (Correct)

- **Number of features released per month**
- **On-time release ratio.**
- **Team velocity.**

Question 19: **Incorrect**
The Scrum Master is inexperienced and suggests that Developers with rare skills should be involved with multiple Scrum teams. Which are likely outcomes from such a decision? (choose all that apply)

- **Teams may become ⚜bottlenecked⚜ waiting for key Developers.**

  (Correct)

- **Teams will not be cross-functional.**

  (Correct)

- **Employee costs are lower since expensive skilled employees are shared.**
- **More work gets done since people with specialisms are better utilized.**
- **Dependencies are created.**

  (Correct)

This was discussed in Lecture 13: **Question - Cross-functional**

Question 20: **Correct**

A new social media app has entered the market and is starting to steal customers away from your company's primary social media product. After studying this competition you realize they release new and useful features quicker than you can and their app store star rating is higher than yours. What is your best course of action? (choose the best option)

- **Enhance your next release with new features to improve current value, retain users and attract new ones.**
- **Shift your product to a market with less competition.**
- **Improve your time to market and ability to innovate to respond faster.**

  (Correct)

- **Decrease your product price to make it more appealing.**

This was discussed in Lecture 99: **Question - Improving time to market**

Question 21: **Correct**

As the Product Owner you realise the last increment did not meet the full Definition of Done and you are concerned about its quality. What is the likely result? (choose all that apply)

- **The project manager cannot effectively update the plan.**
- **The indication of progress on the Product Backlog is not transparent.**

  (Correct)

- **The incomplete Sprint Backlog items should be returned to the Product Backlog.**

  (Correct)

- **The Increment should not be released.**

(Correct)

- **The next Sprints velocity may be interrupted when quality issues are encountered.**

(Correct)

This was discussed in Lecture 20: **Question - When the Definition of Done is not met**
Question 22: **Correct**
You are put in a difficult position by the Executive team. Your product is losing paying customers. The CEO believes new features delivered at a quicker rate will bring customers back. The marketing executive thinks the loss of customers is down to a shrinking market and increasing new feature releases will not make much difference at this point. Which action might you take? (choose the best answer)

- **Agree with the CEO and add features to the Product Backlog as it might increase your customer base.**
- **Collaborate with the Executive team to run a small experiment to make an informed decision.**

(Correct)

- **Suggest voting to the stakeholders to decide which options should be considered.**
- **Acknowledge the views of the CEO but decline to add more features to the product.**

This was discussed in Lecture 111: **Question - Difficult Stakeholder, Experiment**
Question 23: **Incorrect**
Who tells the Developers how to turn Product Backlog items into Increments of value?

- **The Scrum Master**
- **The Lead Developer**
- **The Product Owner**

(Incorrect)

- **None of the above**

(Correct)

This was discussed in Lecture 30: **Question - Who determines how Developers do their work?**
Question 24: **Correct**

If Sprint Backlog items are not clear what might be the concerns? (choose the best 4 answers)

- **Development time might be wasted.**

  (Correct)

- **There is no concern, the Developers do not need the items to be clear.**
- **The Scrum Master has failed, the Scrum Master is changed and the Sprint is re-started.**
- **The Developers will have difficulty creating a forecast of work for the Sprint without more clarity.**

  (Correct)

- **Decisions made on those items may be bad decisions.**

  (Correct)

- **The team might have different understandings and different basis for adaptation.**

  (Correct)

This was discussed in Lecture 68: **Question - Backlog Refinement**

Question 25: **Correct**

Why does Agile insist on frequent product releases? (choose the best option)

- **They help teams better understand and meet customer needs.**
- **All of the above.**

  (Correct)

- **They enable teams to inspect and adapt more frequently.**
- **Smaller, more frequent releases are less risky.**
- **They help teams to learn how to correct and eliminate errors.**
- **None of the above.**

This was discussed in Lecture 108: **Question - Release frequency**

Question 26: **Correct**

During the Sprint, what will the Product Owner be doing? (choose the best 3)

- **Prioritizing the Developers tasks in the Sprint Backlog.**
- **Gathering more information and opinions from stakeholders.**

(Correct)

- **Running the Daily Scrum.**
- **Reordering items in the Product Backlog.**

(Correct)

- **Answer questions from the Developers about items in the current Sprint.**

(Correct)

- **Updating the Sprint burndown chart.**

This was discussed in Lecture 16: **Question - Product Owner During a Sprint**

Question 27: **Correct**

The Developers in the company you work at complain that they feel frustrated by constant interruptions and useless meetings, and much of their past work has resulted in being unneeded. You notice that some of your best Developers are leaving. What measurements should you consider for informing you on how to improve employee retention rates? (choose the best answer)

- **The On-Product Index, which measures the proportion of work related to the product to total work.**
- **All of the above.**

(Correct)

- **The Innovation Rate, which is the ratio of new work to total work.**
- **Employee Net Promoter Scores, which measures the overall job satisfaction and company satisfaction of the developers.**

This was discussed in Lecture 103: **Question - Employee retention**

Question 28: **Correct**

A "cone of uncertainty" can be used for? (choose the best answer)

- **Rapidly identifying and prioritizing all uncertainties.**
- **Representing the relative level of difficulty for predicting the velocity of individual team members.**
- **Visualizing the uncertainty of the potential value that a Scrum Team delivers over time.**

(Correct)

- **Determining whether to cut quality, similar to the "Iron Triangle" of project management.**

Question 29: **Incorrect**
Upon discovering that several features considered important have low usage, what actions should a Product Owner take to investigate this issue? (choose all that apply)

- **Spend more time communicating with users to sell the benefits of the features.**

  (Incorrect)

- **Disable seldom-used features and collect feedback.**

  (Incorrect)

- **Examine whether underutilized features effectively address the intended problem.**

  (Correct)

- **Carry out experiments to gain a better understanding of what customers value.**

  (Correct)

Explanation
This question in essence is the same as the one in the below video.

Spending time communicating the benefits of the feature is the wrong order of business. Scrum advocates for Product Owers to first understand the customer needs and then produce a product that meets those needs. Producing a Product or features that the customer doesn't initially want only to advertise the benefits later hoping the advertising campaign works is a very risky strategy.

Carrying out experiments to better understand what customers value is an empirical way of doing things and much less risky.

Examining if the underutilized features actually address the intended problem is a good idea. It may be that you remove those features for simplicity. Simplicity of use for the user, and less to maintain for the developers.

Just be aware there may be questions that ask about removing underused features, and never used features. If the feature has never been used then it is safe to remove it, as it will have no impact on any users. however, if it is seldom used then only remove the feature after consideration. It could be that some users really need that feature and at least need a warning about its upcoming removal.

This was discussed in Lecture 114: **Question - New features not being used**
Question 30: **Correct**
Which of the following would be wrong for a Product Owner to do? Select the best answer.
Ans: Set the Sprint Goal without consulting the team.

Question 1: **Correct**
Evidence-Based Management consists of which Key Value Areas (KVA)?

(choose all that apply)

- **Time to Market**

  (Correct)

- **Customer Value**
- **Ability to Innovate**

  (Correct)

- **Product Quality**
- **Unrealized Value**

  (Correct)

- **Current Value**

  (Correct)

Explanation
Each KVA focuses on a different aspect of either value or the ability of the organization to deliver value. Delivering value, happy stakeholders, and satisfied employees (Current Value) are important, but organizations must also show that they can meet market demand with timely delivery (Time-to-Market) while being able to sustain innovation over time (Ability to Innovate). Continued investment in the product is justified based on measures of as-yet (Unrealized Value) that could be realized if the product possessed the right capabilities.
Question 2: **Correct**
As a Product Owner, you plan to increase the price of your product. Which would be the best approach to support the higher price?

(choose the best answer)

- **Temporarily reduce the price to acquire more customers and gradually increase the price until the target price is achieved.**
- **Remove low value or wasteful features.**
- **Increase the number of features.**
- **Improve the value your product delivers to the users.**

(Correct)

Explanation
As the Product Owner, your primary focus is maximizing the value of the product. How much your customer is willing to pay will help validate the delivered business value.

Using key-value measures such as Customer Satisfaction, Usage Index, and the Customer or user satisfaction gap can help you find areas to improve your product's Current Value.

Question 3: **Correct**
As a Scrum Product Owner, what should be your most important activity?

(choose the best answer)

- **Making sure that all the needs of the stakeholders are satisfied.**
- **Ensuring the maximum value is delivered by the product.**

(Correct)

- **Being the primary contact point for all product details.**
- **Planning release schedules and roadmaps.**

Explanation
In Scrum, the Product Owners' primary responsibility is to maximize the value for the Product, in order to create, deliver and maintain a successful Product.

Question 4: **Correct**
As a Product Owner, you've gathered a lot of ideas and suggestions. Based on the limited budget and time, you will not be able to pursue all of them. Which would be the best approach?

(choose the best answer)

- **Invest in the items that can potentially return the highest revenue for the upcoming year.**
- **Fund small experiments to test the proposed ideas and assumptions, then evaluate outcomes.**

(Correct)

- **Rank the items by Unrealized Value and invest fully in as many as possible.**
- **Distribute the budget evenly across all items in order to accurately compare the ROI between items.**

Explanation

Running small experiments will help reduce the impact of the proposed ideas for which future decisions can be made. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk.

Question 5: **Correct**

You are a new Product Owner brought in to fix an existing product. The product is integral to the organization's long-term vision. When examining the issues you were able to learn that:

- The last three releases have had no positive impact on product value.
- The costs to build and maintain a release is high compared to the revenue it generates. ie Product Cost Ratio.
- The time from which the team starts working on a release to having it shipped to users is long. ie Time-to-Market.

As the Product Owner, which strategy would you pursue?

(choose the best answer)

- **Focus on identifying and delivering high-value features that will gain more customers and increase revenue.**
- **Suggest canceling the product and focus on other opportunities as the Unrealized Value is low.**
- **Improve the team's Ability to Innovate by identifying and eliminating the waste that is creating the high-cost ratios and long release cycles.**

(Correct)

Explanation

The product will be negatively impacted by a weak foundation. Neglecting the foundation will cause the Product Cost Ratio to continually rise and the Time-to-Market to become longer with each release. The level of empiricism would be reduced as would opportunities to adapt.

Question 6: **Correct**

A Visionary Product Owner tends to:

(choose the best answer)

- **know all about the details and about every bug in the software or system.**
- **support people in their own discovery process, whether it's about defining goals, clarifying PBIs, or analyzing customer needs.**
- **focus on the future, on changing the status quo, and helping people to see what could be, instead of what is.**

  (Correct)

- **know all about the Developers' velocity and predictability and maximizing output in order to deliver all features.**

Explanation

A visionary is one who can envision the future. Some visionaries simply imagine what does not yet exist but might someday, as some forms of "visioning" (or gazing) provide a glimpse into the possible future. The Visionary is also referred to as the Inspirator, Challenger of the Status Quo, the Dreamer, or the Imaginative Product Owner.

Question 7: **Correct**

Your organization's portfolio consists of several products. Management has decided to place the lead revenue-generating product into maintenance mode, taper off its investment, and seek other opportunities for future growth.

What may have lead to this?

(choose the best answer)

- **The innovation rate for the product is low.**
- **The product has been losing customers, revenues are down, and the Unrealized Value is low (even though the Current Value is high).**

  (Correct)

- **The organization has decided to reduce operational overhead and to focus on products that generate better Product cost Ratios.**
- **Your organization has stopped using Scrum.**

Explanation

Even though the product is generating revenue, there are clear signals that the product has passed maximum maturity and now on the decline. The gains from continuous investment and meeting all potential needs of the customer would also be low.

Question 8: **Incorrect**

You are releasing new versions of your product every week. Most of what's being delivered are only minor changes or bug fixes which is not improving your product's current low customer satisfaction measurements.

What two Key Value Areas should be your focus in order to improve your product?

(choose the best two answers)

- **Unrealized Value**

  (Correct)

- **Time to Market**

  (Incorrect)

- **Current Value**
- **Ability to Innovate**

  (Correct)

Explanation

Although the team is working hard, it is not focused on the most valuable capabilities. In order to improve, it needs to be more focused on delivering value and reducing non-value-added work. The team may also not understand what would be most valuable to customers, so it also needs to look at what they are doing now that might better satisfy customers.

Question 9: **Correct**

John is a Product Owner of a scaled product development effort with multiple Scrum Teams involved. He is stretched thin and is unable to spend enough time with all of the teams. Which of the following strategies would be the most helpful?

(choose the best answer)

- **All of the above.**

- **Hire Business Analysts to assist the Product Owner.**
- **Delegate some of the Product Owner's work to the Scrum Team members.**

  (Correct)

- **Move towards a scaled Scrum framework.**
- **Split the Product Backlog and add a Product Owner to each in order to spread the work.**

Explanation

The Product Owner role has many responsibilities and he/she may do the work, or have the Scrum Team members do it. However, the Product Owner still remains accountable.

Question 10: **Correct**

The ability of a product development organization to deliver new capabilities that might meet customer needs can be expressed through which measure?

(choose the best answer)

- **Unrealized Value (UV)**
- **Time-to-Market (T2M)**
- **Current Value (CV)**
- **Ability to Innovate (A2I)**

  (Correct)

Explanation

The goal of looking at the A2I is to maximize the organization's ability to deliver innovative solutions and new capabilities. More budget and time is consumed maintaining the product or overcoming impediments, reducing its available capacity to innovate if low-value features and impediments build up.

Question 11: **Incorrect**

What questions would an organization ask in order to evaluate Current Value?

(choose all that apply)

- **How happy are your investors and other stakeholders? Is their happiness improving or declining?**

  (Correct)

- **How happy are users and customers today? Is their happiness improving or declining?**

(Correct)

- **How happy are your employees? Is their happiness improving or declining?**

  (Correct)

- **How fast can you deliver new value to customers?**

  (Incorrect)

- **What prevents customers or users from benefiting from that innovation?**

  (Incorrect)

Explanation
The goal of looking at Current Value is to maximize the value that an organization delivers to customers and stakeholders at the present time; it considers only what exists right now, not the value that might exist in the future.

Question 12: **Correct**
What is the benefit of having short release cycles?

(choose the best answer)

- **Teams are able to receive user feedback earlier to better understand and meet customer needs.**
- **It provides teams with more opportunities to inspect and adapt.**
- **It helps teams to better manage defects.**
- **None of the above.**
- **Smaller, more frequent releases are less risky.**
- **All of the above.**

  (Correct)

Explanation
Scrum is founded on empirical process control theory or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk.

Question 13: **Correct**
Personas is a technique used to describe the users and customers of a product. How can it help to make the right product decisions?

(choose the best answer)

- **Helping to formulate hypotheses about product value.**
- **All of the above.**

  (Correct)

- **Helping to understand the needs of a set of users.**
- **Helping to understand the market potential.**
- **Helping to discover what triggers customers.**

Explanation
Understanding the product's users will help guide the team in making the most appropriate product decisions.

Question 14: **Correct**
You are a Product Owner hired to take the lead on a new company initiative. As the one responsible for the success of the Product, you are responsible for creating, managing, and owning the Product Vision. Which is the best approach for defining the Product Vision?

(choose the best answer)

- **Fully formulate the Product Backlog first and define the Product Vision based on the "must-have" features.**
- **Have your stakeholders, Scrum Team, customers, and users submit different Product Visions. When enough suggestions have been collected, facilitate a session to vote on the best one. This creates a formal agreement to protect the Product Vision from changing during development.**
- **Collaborate with your stakeholders, Scrum Team, customers, and users to develop an initial Product Vision that clear and inspiring. Iterate and improve it over time.**

  (Correct)

- **Take some time alone to focus on what the vision should look like and present it to the steering committee for approval.**

Explanation
Developing a Product Vision is rather complex. It's not predictable, nor easy, nor something you do 'first time right'. It's also not something you should do on your own. So in order to develop the Product Vision, collaborate with your stakeholders, Scrum Team, customers, and users. Also, don't try to get it right the first time. Take a couple of iterations to improve your vision and make it better over time.

Question 15: **Correct**

You are a Product Owner of a new product that will require a large development effort. Five teams will be working on the product. You discuss with them the high level of integration that the product Increment will require by the end of their first Sprint. The future team members have provided various suggestions on how to work together. As a Product Owner, which option would you support?

(choose the best answer)

- **Each Scrum Team delivers functionality at the end of each Sprint. New Product Backlog items will then be added to the next Sprint Backlog to integrate their functionality with the other teams to create a unified Increment.**
- **All Scrum Teams agree on a mutual understanding of 'done' that defines all work necessary to deliver a potentially shippable Increment that includes all previous Increments delivered for the product.**

  (Correct)

- **Each Scrum Team delivers Increments in its own code branch. After UAT is performed at the Sprint Review, the code branch is isolated until enough Increments are considered acceptable. All code branches will then be merged during the release phase.**
- **Wait until enough of the infrastructure and architecture is in place before starting the first Sprints. This will increase the success of delivering integrated Increments in Sprint 1.**

Explanation

When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. If there are multiple Scrum Teams working on the system or product release, the Developers on all the Scrum Teams must mutually define the definition of "Done" to have a shared understanding of what it means for work to be complete, to ensure transparency on the actual state of the work. Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

Question 16: **Correct**

During the Sprint Review, the Product Owner is sharing the latest product user analytics. A couple of the features have not been received well by the end-users. One of the stakeholders feels that the product is not at the stage where it's useful to measure data yet. The Product Owner has validated that the measures are accurate, a good representation of user satisfaction, and valuable to help you and your team. What should the Product Owner do?

(choose the best answer)

- **Continue measuring and sharing the outcomes to provide transparency and openness, and continue to use the data to help with decision making.**

  (Correct)

- **Stop measuring user data until the product has matured enough.**
- **Continue measuring user data but only share it when needed in order to avoid conflict with stakeholders.**

Explanation

The Product Owner is accountable for the flow of value and uses whatever tools/practices/data necessary he/she needs to accomplish this. For the Product Owner to succeed, the entire organization must respect his or her decisions. The Product Owner's decisions are visible in the content and ordering of the Product Backlog.

Question 17: **Correct**

Which of the following would help you evaluate how much value is being delivered?

(choose the best answer)

- **The number of Story Points delivered by the Developers.**
- **None of the above.**
- **All of the above.**
- **The cycle-time cost of the product release.**
- **How frequently your product is used by your customers.**

  (Correct)

- **The number of Product Backlog items in a release.**

Explanation

Customer Usage Index is a key-value measure of Current Value. This helps reveal the value that the product delivers to customers, today. It is a measurement of usage, by feature, to help infer the degree to which customers find the product useful and whether actual usage meets expectations on how long users should be taking with a feature.

Question 18: **Incorrect**

What is TRUE about the Stakeholder's role in Scrum?

(choose the best answer)

- **The Product Owner is responsible for engaging with the Stakeholders but can be delegated.**

(Correct)

- **Only the Developers can engage with the Stakeholders.**
- **The Scrum Master schedules all stakeholder interactions.**
- **The Business Analyst (Subject Matter Experts) is responsible for engaging with the Stakeholders and collecting requirements for the Product Owner.**
- **The Head of Product represents the Stakeholder needs and is the point of contact for product requirements.**

(Incorrect)

Explanation
The Product Owner is responsible for engaging them, understanding them, communicating with them and representing their interests in the Scrum Team.

Question 19: **Correct**
Measuring the number of times team members switch tasks and the frequency of interruptions can help identify improvements to which two Key Value Areas?

(choose the best two answers)

- **Ability to Innovate**

  (Correct)

- **Time to Market**

  (Correct)

- **Unrealized Value**
- **Current Value**

Explanation
Interruptions and task switching create a reduction in team focus which causes less value to be produced per interval of time. This is directly related to their Ability to Innovate. It could potentially impact Time to Market because interruptions cause loss of focus which can lead to delay.

Question 20: **Correct**
Which of the following is a benefit of using Scrum as an agile approach?

(choose the best answer)

- **Managing the business' exposure to risk.**

(Correct)

- **All of the above.**
- **On-time delivery of fixed scope.**
- **Increasing team velocity.**
- **Managing team member utilization.**

Explanation

Scrum employs an iterative, incremental approach to optimize predictability and control risk. High levels of risk reduce the long-term ability of an organization to deliver value to its customers.

Question 21: **Correct**

A new competitor has arrived in your market and has been quickly gaining traction. They are able to release much faster than you and they are able to create better customer engagement and satisfaction rates with each release. What is the best first response?

(choose the best answer)

- **Improve your Time-to-Market and Ability to Innovate in order to respond faster.**

  (Correct)

- **Reduce your product's price to make it more attractive.**
- **Move your product to a different market that is less competitive.**
- **Add features to your next release that you think will keep current customers as well as attract new customers.**

Explanation

Rapidly improving the value a product delivers requires frequent delivery of new value, which means improving the Time-to-Market of the product. The ability of the organization to innovate is also determined by its ability to deliver significant innovation in each release. Measuring this ability gives organizations the insights they need to be able to remove barriers that keep them stuck in one place.

Question 22: **Correct**

Which would be the desired outcome of using an agile approach?

(choose the best answer)

- **Maximize predictability.**
- **Decreasing non-value-added waste.**

  (Correct)

- **All of the above.**
- **Maximizing productivity.**
- **Eliminating business risk exposure.**

Explanation
Non-value-added waste reduces the ability of an organization to deliver valuable outcomes to customers.

Question 23: **Correct**
In Scrum, how would budgeting and financial forecasting be performed?

(choose the best two answers)

- **Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.**

  (Correct)

- **A single release may be funded with several Sprints where every Sprint is producing shippable increments.**

  (Correct)

- **Fixed budgets are not allowed in Scrum.**
- **Budgeting is not necessary as the only funding necessary is the operational costs of the Scrum Teams.**

Explanation
The cost of developing, delivering, and sustaining products can impact how the flow of value is managed throughout the life of a product. Each Sprint is an opportunity to inspect the investment (financial, time, effort, etc) against the returned value (customer satisfaction, revenue, etc) of the work that has been delivered. The team can then decide on what it should do next to maximize the value of the investment.

Question 24: **Correct**
Each _____ has a separate Product Backlog.

(choose the best answer)

- **product**

  (Correct)

- **Scrum Team**
- **testing team**

- **All of the above.**
- **portfolio**

Explanation

If a product exists, its Product Backlog also exists. The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product.

Having separate Product Backlogs for separate Products reduces complexity, risk and improves transparency.

Question 25: **Correct**

In Scrum, every product needs a _____.

(choose the best answer)

- **Product Owner**

  (Correct)

- **All of the above.**
- **finalized requirements documentation**
- **deadline**
- **comprehensive business plan**

Explanation

As long as a product exists, its Product Backlog also exists. The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is responsible for the Product Backlog, including its content, availability, and ordering.

Question 26: **Correct**

Which of the following is the most effective way of improving the Time-to-Market of a product?

(choose the best answer)

- **Understanding and removing impediments to faster delivery.**

  (Correct)

- **Working harder to go faster.**

- **Hiring more team members.**
- **Removing low performing people.**
- **Increasing project funding.**
- **All of the above.**

Explanation

A variety of things can reduce the Time-to-Market: everything from removing internal communication bottlenecks to improving delivery pipeline automation to improving application maintainability and removing technical debt; anything that reduces time spent waiting or time spent performing work. Understanding and removing impediments to faster delivery is essential to delivering at faster cycles.

Question 27: **Correct**

Successful use of Scrum depends on how well people behave and act in ways that reflect the Scrum values. What can the value of openness affect?

(choose the best answer)

- **Time to market.**
- **All of the above.**

     (Correct)

- **Collaboration efforts.**
- **Team member happiness.**
- **Level of product quality.**
- **Trust from stakeholders.**

Explanation

The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work.

Question 28: **Correct**

You work for a large financial organization that has many existing products. The products are interdependent. There is a high level of effort to synchronize releases as changes in one product will also affect the other products. This creates challenges in maintaining consistency and adds complexity. What would be the best way to reduce this problem?

(choose the best answer)

- **Ensure that Dev-Ops manages the interdependencies.**
- **Appoint a Product Owner to lead to oversee all products.**
- **All of the above.**

- **Apply Release Planning to coordinate cross-platform releases to ensure consistency.**
- **Make the products as independent as possible and have each product determine their own release plans.**

(Correct)

Explanation
Reducing dependencies between products will also reduce complexity and risk.

Question 29: **Correct**
Which of the following is the Product Owner accountable for maintaining and communicating?

(choose the best answer)

- **The Product Vision.**

(Correct)

- **All of the above.**
- **The Definition of Done.**
- **The Sprint burndown chart.**
- **Scrum Team utilization.**

Explanation
Part of the Product Owner's responsibilities is to own the vision of what he or she wishes to build and convey that vision to the Scrum Team and stakeholders. Understanding the direction of the product is critical to the success of any agile approach.

Question 30: **Correct**
Anna, a Product Owner, does not have enough time to do all of the things that are needed to be done as she is overloaded and stretched too thin. What can Anna do?

(choose the best answer)

- **All of the above.**
- **None of the above.**
- **Assign some of the work to Business Analysts in order to spread the workload.**
- **Ask the developers to help with some of the responsibilities.**

(Correct)

- **Split the product into different units, each unit will have its own Product Owner and a delivery manager who will be responsible for integrating releases.**

Explanation
The Product Owner role has many responsibilities and he/she may do the work, OR have the Scrum Team do it. However, the Product Owner still remains accountable.

Question 31: **Correct**

Management has asked you for advice on which product to fund. Each product is focusing on different markets. Given the following information:
- Product A is the main driver of both revenue and profit for your company.
- Product A has very happy customers (high Current Value) and low Unrealized Value.
- Product B is relatively new.
- Product B has low Current Value and high Unrealized Value.

Both Product Owners of the two products are requesting significant additional funding to improve their products. What funding advise would you give management?

(choose the best answer)

- **Invest funding in Product A because your company's success depends on its continued success.**
- **Split funding equally between both products.**
- **Invest funding in Product B because it has more future potential for the company.**

  (Correct)

- **Split funding proportionally based on product revenues.**

Explanation
Customers are happy with Product A as it is; adding more features may actually decrease customer satisfaction. The best time to invest in new products is when you have a secure source of profits from existing products.

Question 32: **Correct**
Which of the following would be the best reason for reducing investment in a product?

(choose the best answer)

- **When the Current Value is very high.**
- **When the Current Value is very low.**
- **None of the above.**
- **When the Unrealized value is very high.**
- **When the Unrealized Value is very low.**

(Correct)

Explanation
When the Unrealized Value is small, the gains from meeting all potential needs of the customer would also be low. The return on investment may not benefit the stakeholders.
Question 33: **Correct**
A desirable Product Vision _____

(choose the best answer)

- **All of the above.**
- **is approved by all stakeholders.**
- **reminds the team of the direction so they understand how their roles and daily activities contribute to the bigger picture.**

    (Correct)

- **is a formal agreement with the business.**

Explanation
An effective Product Vision guides everyone involved in making the product successful: the stakeholders, for example, people from marketing, sales, and support, and the development team. It tells everyone why you are excited to work on the product, why you care about it, what positive change the product should bring about, and how it will shape the future.

The vision provides the motivation behind the product and helps people measure their decisions against it. The most beautiful vision is useless if the people involved in developing and providing the product don't buy into it. It helps the Development Team in making technical choices about architecture for example. It helps the stakeholders in understanding what would be valuable for the product. It helps users to understand why they should use and/or buy your product. Without such a vision, people are likely to follow their own goals.

While the product vision describes the ultimate goal of a product, the product strategy expresses the path of how to get there. This enables you to change your strategy and pivot while staying grounded in the vision.

A Product Owner will adapt the vision as more is learned. As you're learning from customers and users, adopt their feedback and embrace that changing your vision might just be a great idea.

Question 34: **Correct**
You are a Product Owner that has been building a product for a specific user group in mind. As your product's customer base grows, you begin to notice that different user groups have been using the product in different ways. Which of the following would be the best action to take?

(choose the best answer)

- **Ensure that every release provides something that satisfies all groups of users.**
- **Create separate marketing campaigns for each group to attract more users and drive revenue.**
- **Evaluate whether you could provide better business value by building different products to serve each user group.**

(Correct)

- **No action needed. Focus on delivering the features that were committed to at the steering committee.**

Explanation
(a) is incorrect as it focuses on the output and delivering on a fixed scope rather than the outcomes.

(b) is not the best answer as trying to satisfy all groups would either decrease the value of each release or increase the length of the release cycle.

(c) is ok but not the best answer as this could increase complexity and risks creating confusion with potential customers.

(d) is the best answer. Building different products to serve different markets helps to increase focus, reduces complexity, and adds transparency and alignment.

Question 35: **Correct**
What is the stance of the Product Owner during the Sprint Retrospective?

(choose the best answer)

- **A Scribe.**

- **A peer Scrum Team member.**

  (Correct)

- **He/she does not have to be there.**
- **A Manager.**

Explanation

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.

Question 36: **Correct**

Which of the following is NOT true about a Product Owner?

(choose the best answer)

- **The Product Owner decides on when to release Product Increments.**
- **The Product Owner establishes a Product Vision.**
- **The Product Owner accepts work done during the Sprint.**
- **The Product Owner defines the Sprint Goal for the Scrum Team.**

  (Correct)

Explanation

During Sprint Planning the entire Scrum Team collaborates on understanding the work of the Sprint and crafts a Sprint Goal.

Question 37: **Incorrect**

As an experienced Product Owner, your organization has asked you for your advice on investment strategies for two products. Given the following information:

Product B generates more revenue than Product A

Product B has higher user satisfaction rates than Product A

Product A has bigger potential market opportunities than Product B

Which of the following strategies would you advise?

(choose the best answer)

- **For both products, continually measure the impact of any new investments or marketing.**
- **Increase marketing for Product B to grow its market share.**
- **Invest in Product A to increase its market share, user satisfaction, and revenue.**

(Correct)

- **All of the above.**

(Incorrect)

Explanation
Customers are happy with Product B as it is; adding more features may actually decrease customer satisfaction. The best time to invest in new products is when you have a secure source of profits from existing products.

Question 38: **Incorrect**
Which preferred Product Owner stance helps people to align around the product vision and get people excited to join the case?

(choose the best answer)

- **The Subject Matter Expert**
- **The Visionary**

(Incorrect)

- **The Manager**
- **The Influencer**

(Correct)

Explanation
The Influencer uses effective communication, negotiation, and influencing skills to get people passionate and inspired about the cause.

Question 39: **Incorrect**
According to the Scrum Guide, when is a Product Increment released?

(choose the best answer)

- **When all of the planned items for the release are completed.**
- **When the Increment satisfies the Definition of "Done".**

(Incorrect)

- **When the Product Owner decides is best.**

(Correct)

- **After the tester has confirmed there are no defects.**

Explanation
The Product Owner is responsible for maximizing the value of the product resulting from the work of the Developers of the Scrum Team and for decisions on releasing a Product Increment. Product Owner decides to release it.

Question 40: **Incorrect**
You are a Product Owner on a Scrum Team that has been working on a product for several iterations and has an average velocity of 55 units of 'done' work per Sprint. A second Scrum Team will be added to work on the same product. What might be the impact on the original team?

(choose the best answer)

- **Their velocity is likely to drop and be less than 55.**

  (Correct)

- **Their velocity is likely not affected and will remain at 55.**
- **Their velocity is likely to rise and be more than 55.**

  (Incorrect)

Explanation
Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term. Adding additional teams often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describe these stages.

Question 1: **Incorrect**
What are the artifacts in Scrum?

(choose all that apply)

- **Product Backlog**

   (Correct)

- **Sprint Backlog**

   (Correct)

- **Commitments**

   (Incorrect)

- **The list of removed impediments**

   (Incorrect)

- **The Sprint Goal**

   (Incorrect)

- **Increment**

   (Correct)

Explanation
The Scrum artifacts are Product Backlog, Sprint Backlog and Increment.
Question 2: **Correct**
As a Product Owner, who can you invite to the Sprint Review?

(choose the best answer)

- **Your end-users.**
- **All of the above.**

   (Correct)

- **Your product's investors/sponsors.**
- **Your clients/customers.**
- **Your internal stakeholders.**

Explanation

The Product Owner is free to invite anyone he thinks can provide valuable input in order to make the best decision regarding the next steps.

Question 3: **Correct**

Who is allowed to make changes in the Product Backlog?

(choose the best two answers)

- **The Key Stakeholders.**
- **Program Manager.**
- **Project Manager.**
- **Scrum Master.**
- **The Product Owner.**

    (Correct)

- **The Scrum Team, in agreement with the Product Owner.**

    (Correct)

Explanation

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review.

The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.

Question 4: **Correct**

Choose the 2 best activities that can be the responsibilities of the Product Owner.

- **Orders the Product Backlog Items**

    (Correct)

- **Make technical decisions**

- **Design product specifications**
- **Volunteer for tasks**
- **Break down Product Backlog Items into smaller ones**
- **Provide estimates**
- **Communicating the Product Goal**

(Correct)

Explanation
Designing the product specification is part of the development and should be done by the developers. They are self-managed and make technical decisions and volunteer for tasks (assign them to themselves). Estimation is the responsibility of the developers because they are the people who will develop the item.

The rest are done by the Product Owner.

Question 5: **Correct**
As a Product Owner, which of the following measures would you consider important?

(choose the best answer)

- **Measurements that reflect the number of features delivered.**
- **Measurements that reflect on-time delivery of commitments.**
- **Measurements that reflect the Scrum Team utilization rates.**
- **Measures that reflect changes that impact your business.**

(Correct)

Explanation
The viability of a business is measured by its long-term survival. A business is able to survive when it's viable because it continues to generate revenue year after year. The longer a company can stay profitable, the better its viability in order to continue developing, growing or living successfully.

Question 6: **Correct**
Your job as a Product Owner includes sharing the Product Vision. What is the most effective way for a Product Owner to share your vision?

(choose the best answer)

- **Request the marketing department to formulate a single vision that is approved by all stakeholders.**

- **Focus your pitch around the technology and features as it displays domain expertise.**
- **Make a tailor-made pitch for your different stakeholder groups and adapt your vision pitch, based upon your target audience.**

(Correct)

- **Create a Vision statement general enough to be interpreted in different ways.**
- **Create a Vision Board and share it on the Scrum board as it is the most visible information radiator.**

Explanation

Having a clear and inspiring Product vision helps in motivating and inspiring people. As a Product Owner, you will be sharing your vision often and with many different types of audiences. The most effective way of sharing your vision is to make a tailor-made pitch for your different stakeholder groups. In your pitch, make sure to address the things that are important for them. For some stakeholders, it's about the KPI's that are relevant to them. For others, you need to be the inspiring (Product) leader, who is representing the Product. And for another group, you may need to focus more on the benefits they receive from the Product.

Question 7: **Incorrect**

Improved business value is the desired outcome of using the Scrum framework as an agile approach.

- **FALSE**

  (Incorrect)

- **TRUE**

  (Correct)

Explanation

The primary goal of becoming more agile is to increase the ability of a business to deliver value.

Question 8: **Correct**

Your product has several internal stakeholders. You've gathered the following feedback related to product direction:

- The Marketing leader tells you that there's a new market opportunity and believes that in order to reach it, the product will need a new feature.
- The Developers estimate that this new feature will require high effort.
- The CEO thinks the feature is too expensive and suggests staying focused on the market you're currently serving.

As the Product Owner, you have full ownership of final product decisions. How should you proceed?

(choose the best answer)

- **Follow the CEO's suggestion as he/she is ultimately responsible for the success of the organization.**
- **Focus on the current market as you do not want to risk losing customers.**
- **Gather additional feedback and needs of the other stakeholders.**
- **Follow the Head of Marketing's suggestion as he/she is the expert in understanding market opportunities.**
- **Develop an experiment that will help the business to better understand the new market, market opportunities, and its potential.**

(Correct)

Explanation
Conducting experiments, enables organizations to evaluate the value derived from software investments. Key-Value Area (KVA) measures resulting from experimentation will help guide you in decision making.

Question 9: **Correct**
The Product Vision can evolve as the Scrum Team learns more about the customers and their desires.

- **FALSE**
- **TRUE**

(Correct)

Explanation
Some of the most successful Products (ie Facebook, Post-it, etc) started out with a completely different vision and purpose. Only when they were able to realize that their original vision was not working, they adapted and became wildly successful. Learn from your customers and users, embrace their feedback and be open to changing your vision.

Question 10: **Correct**
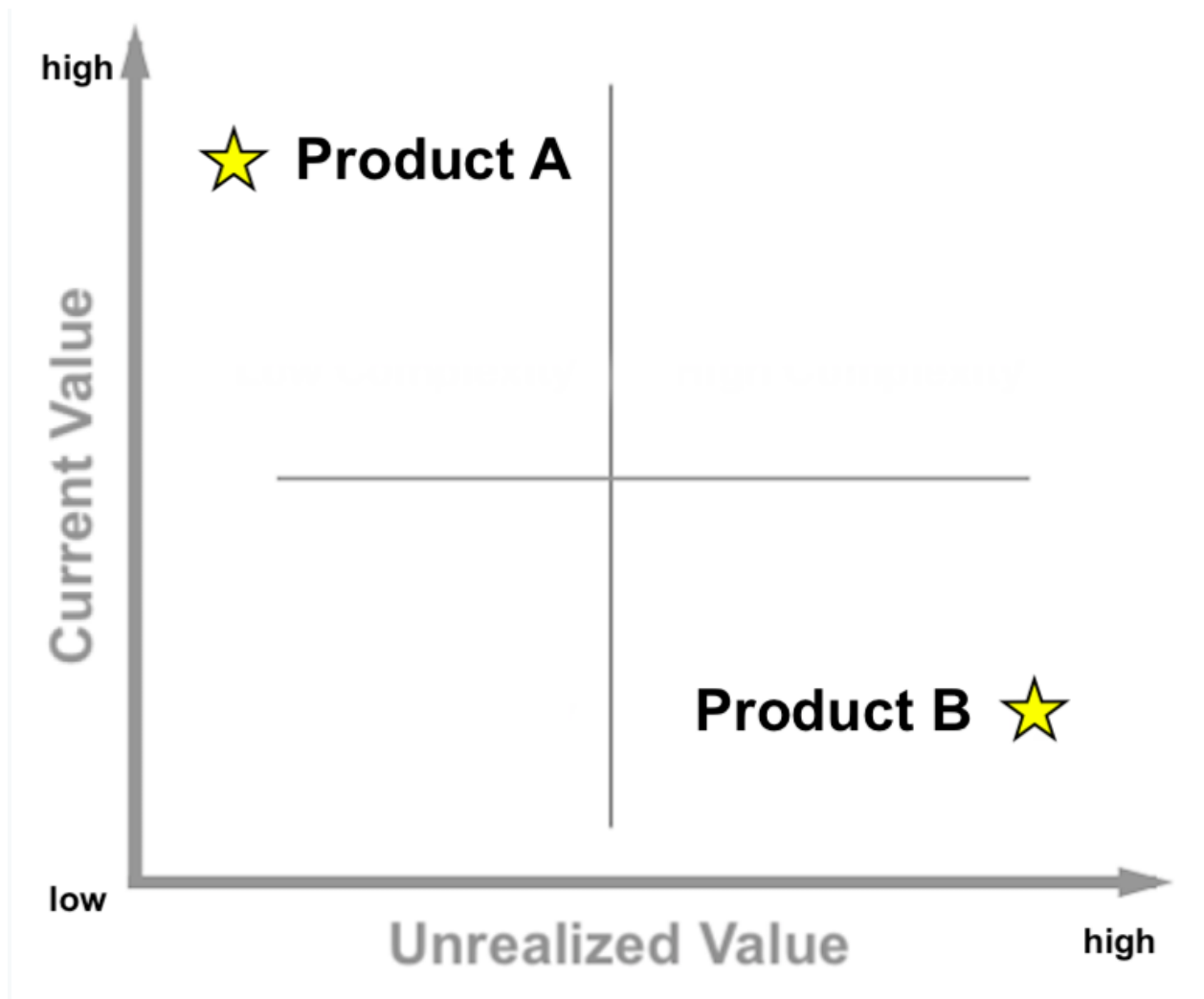
- Product A produces high revenue.
- Product B is a new product.

Using those two data points, the information provided, and taking a long-term view, which of the options below should you pursue? (choose the best answer)

- **Weight your investment toward Product B; since it has more future potential.**

  (Correct)

- **Weight your investment toward Product A; as it is the lead revenue generator and you do not want to risk losing customers.**
- **Invest in both products equally.**

Explanation

Customers are happy with Product A as it is; adding more features may actually decrease customer satisfaction. The best time to invest in new products is when you have a secure source of profits from existing products.

Question 11: **Correct**
Your company has invested in a large agile transformation initiative. Management does not have experience in 'agile' environments and wants to know how to measure whether the transformation is succeeding or not.

Which measure would help evaluate agile transformation effectiveness?

(choose the best answer)

- **Average team velocity.**
- **The number of on-time, on-budget, and on-scope projects.**
- **All of the above.**
- **The number of Scrum Teams.**
- **Customer outcomes.**

   (Correct)

Explanation
A successful agile transformation is one that increases business value, which can be measured by customer satisfaction.

Question 12: **Incorrect**
You are a Product Owner for a new product that has many stakeholders. You currently have a large unordered list of features. Consider the following:

- You have a limited time-box where all stakeholders can gather at the same time.
- You need to quickly gather their feedback regarding the importance of several features.

This information will be used to help you formulate an initial product roadmap. Which of the following tools would help you quickly gather their feedback?

(choose the best answer)

- **A Now-Next-Later product roadmap.**

   (Correct)

- **Value Stream roadmap.**
- **A Goal Oriented product roadmap.**

   (Incorrect)

- **A Story Map.**
- **A GANTT chart.**

Explanation

The now-next-later product roadmap is a visualization that's really easy to understand for everyone. All stakeholders understand the concept of this model, since it's easy to understand that you are working on the stuff in the "now" part, the "next" part is what is coming up soon and the work to be done in the "later" part is further away in time and still has to be prioritized.

This tool can quickly gather a high-level view of where items lie in comparison to each other and approximations. This information can be used to formulate an initial roadmap.

Question 13: **Incorrect**

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production. Is it a good idea to postpone UAT until the end of the project to prevent the Scrum Team from being disrupted during the Sprints?

(choose the best answer)

- **Yes, because the Scrum Team is a self-managing team and should not be disrupted during development.**
- **It depends on the team's Definition of Done.**

  (Incorrect)

- **No, because the state of the Product Increment won't be transparent and the feedback loop would be too long.**

  (Correct)

- **Yes, because UAT is done in a hardening Sprint before the release of Sprint.**

Explanation

The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done". At the end of a Sprint, the new Increment must be "Done," which means it must be in useable condition and meet the Scrum Team's definition of "Done". An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. If UAT is a part of the team or organizational standard then any delay in this activity will reduce transparency and increase risk.

Question 14: **Correct**

What best describes a user satisfaction gap?

(choose the best answer)

- **The difference between the user's desired outcome and the user's actual experience.**

  (Correct)

- **The difference between the time to market and ability to innovate.**
- **The difference between the costs to release and revenue generated.**
- **The difference between the market share of the product and the total market size.**

Explanation

Empiricism asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk.

The Scrum Team does work based on perceived value. Only after the work is released to the users, can we measure and validate the perceived value against the actual value. This is considered the customer or user satisfaction gap; the difference between a customer or user's desired experience and their current experience. A key-value measure of Unrealized Value.

Question 15: **Correct**

Your product is the market leader in your segment. Your team is continuously releasing new features. The rate that you're releasing features is higher than the rate that the customers can adopt the features. Customers complain that while they are still getting used to a release, a new release will appear.

The Developers of your Scrum Team has also made you aware that technical debt is accumulating with each release. As a Product Owner, which would be the best approach?

(choose the best answer)

- **Slow down the release cycles so customers have more time to catch-up.**

- **Start focusing on how to improve the system in order to make releasing better and less risky, even if it means releasing fewer features.**

  (Correct)

- **Add customer support staff to help customers with their upgrade challenges.**

Explanation

Build a foundation for future innovation by addressing the technical debt and improving the quality of the product. Neglecting the quality of the system will eventually slow down your Time to Market and increase your product costs as development progresses.

Question 16: **Correct**

Which statement best describes a Sprint forecast?

(choose the best answer)

- **Sprint forecasts allow stakeholders to know what the Scrum Team has committed to deliver in future releases.**
- **Sprint forecasts is a tool for measuring the performance of the team.**
- **A Sprint forecast is the Developers' commitment to making done before the Sprint time-box ends.**
- **A Sprint forecast is the amount of work the Developers believes it can complete in the current Sprint.**

  (Correct)

Explanation

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. The Sprint Backlog is a forecast by the Developers about what functionality will be in the next Increment and the work needed to deliver that functionality into a "Done" Increment.

The Developers modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers works through the plan and learns more about the work needed to achieve the Sprint Goal.

Question 17: **Correct**

Mary is a Product Owner of a product with a variety of stakeholders. The stakeholders are pressing Mary to add all of their feature requests into the next release. Each one says that their feature is urgent. As Product Owner, Mary has confirmed that their requests are indeed important. What should Mary do?

(choose the best answer)

- **Delegate prioritization to the Product Director in order to protect the Product Backlog.**
- **Release only when all features have been completed.**
- **Hire additional team members in order to manage the extra work.**
- **Iteratively and incrementally release when single outcomes are fulfilled, even though not all features are done.**

  (Correct)

Explanation
Releasing your product to customers and users early and often will provide you with valuable information to help you to find out if you have delivered value for them and making future decisions. The sooner something can be released, the quicker you can make informed decisions.

It is not possible to fully determine the value of a Product Backlog Item upfront. Only after you've released something to the customers/users and received feedback only then can you validate the value proposition.

Question 18: **Correct**
Your product releases are failing to generate the revenue you had expected. Which action would help you understand the problem?

(choose the best answer)

- **Measuring Innovation Rate**
- **Measuring Lead Time**
- **Measuring Usage Index**

  (Correct)

- **Measuring Release Frequency**

Explanation
Customer Usage Index, a Current Value KVM, is a measurement of usage, by feature, to help infer the degree to which customers find the product useful and whether actual usage meets expectations on how long users should be taking with a feature. Understanding how your customers are using your product will help you to

understand how you can better serve their needs, which will help you to improve the product's performance.

Question 19: **Correct**

What type of indicator does value become if it is measured infrequently?

(choose the best answer)

- **None of the above**
- **A Lagging indicator**

  (Correct)

- **A Leading indicator**

Explanation

Leading indicators detect changes in KVMs (Key-Value Measures) with relative rapidity, enabling faster response, while lagging indicators may only show changes after a long delay. Many indicators are neither intrinsically leading or lagging, but only become one or the other depending on how frequently they are measured. Thus, when revenue is measured every day, it is a leading indicator, but when it can only be measured monthly or less frequently it becomes a lagging indicator.

Question 20: **Correct**

Considering the following:

- Team A is averaging a velocity of 25 units of work per Sprint.
- Team B is averaging a velocity of 30 units of work per Sprint.

Which team is delivering more value?

(choose the best answer)

- **Team A**
- **Team B**
- **Neither A nor B; velocity is not a measurement of value.**

  (Correct)

Explanation

Velocity is a measurement of effort to do the work and not the value.

Question 21: **Correct**

The Developers have the final say on when to release an increment.

(choose the best answer)

- **False. The increment is released after it has passed UAT.**
- **True. The Developers deploy to production when the increment is shippable.**
- **False. The Product Owner decides when it is best to release.**

   (Correct)

- **True. The Developers are accountable for doing the work and owning the release process.**

Explanation

As a Product Owner, you'll need to decide what to deliver (release) to customers/users, in what order to deliver to customers/users, and when to deliver. As the value maximizer, you can only validate something is valuable when you've released a Done Product Increment to customers/users, and they've told you that the stuff you've delivered is valuable.

Question 22: **Incorrect**

Which statement is TRUE about "the cone of uncertainty"?

(choose the best answer)

- **It can help individual team members adhere to commitments.**
- **It is designed to manage non-technical requirements in order to meet feature delivery commitments.**
- **It is a tool that can identify and help eliminate all uncertainties.**

   (Incorrect)

- **It can be used in complex environments to help forecast when a scope of work might likely to be done.**

   (Correct)

Explanation

The Cone of Uncertainty describes the evolution of the amount of uncertainty during a project.

Question 23: **Incorrect**

How does the Scrum Master help the Product Owner?

(choose the best three answers)

- **Leading and coaching the organization in its Scrum adoption**

  (Incorrect)

- **Helping the Scrum Team understand the need for clear and concise Product Backlog items**

  (Correct)

- **Introducing cutting edge development practices**

  (Incorrect)

- **Helping establish empirical product planning for a complex environment**

  (Correct)

- **Helping find techniques for effective Product Goal definition and Product Backlog management**

  (Correct)

Explanation
The Scrum Master serves the Product Owner in several ways, including:
- Helping find techniques for effective Product Goal definition and Product Backlog management;
- Helping the Scrum Team understand the need for clear and concise Product Backlog items;
- Helping establish empirical product planning for a complex environment; and,
- Facilitating stakeholder collaboration as requested or needed.

Question 24: **Correct**
During the development effort of your product, you have been frequently approached by various stakeholders asking for new features. You feel that a lot of the requests are either not aligned with the Product's vision or do not contribute to the Product's forward progress. As a Product Owner, which tool can help stakeholders steer on the outcome (value steering) rather than steer on output (steering on features)?

(choose the best answer)

- **GANTT chart.**
- **Story maps.**
- **Goal-Oriented product roadmap.**

- **Release plans.**
- **Now-Next-Later product roadmap.**

Explanation

The Goal-Oriented product roadmap (GO product roadmap) facilitates a lot of focus on the goals you want to achieve as a Product Owner, much more than the actual work to be done (the features). Although the GO product roadmap offers the possibility of adding features, using goals better enables value steering (steering on the outcome) instead of steering on work packages (steering on output). The GO product roadmap can be a helpful tool, as the Product Owner responsible for the product vision, strategy, and roadmap as well as Product Backlog management, stakeholder management, and forecasting.

Question 25: **Correct**

What can help you improve product viability and business value?

(choose the best answer)

- **Tracking team member utilization.**
- **Improving the predictability of Developers' velocity.**
- **Ensuring no changes are made after project plan approval.**
- **Using Evidence-Based Management.**

   (Correct)

Explanation

The Evidence-Based Management (EBM) approach measures value delivered as evidence of organizational agility and provides ways to measure and improve the ability to deliver value. This approach enables organizations to make rational, fact-based decisions, elevating conversations from preferences and opinions to empirical evidence, logic, and insights.

Question 26: **Correct**

A new market opportunity has appeared and your organization will need to react quickly. In order to capture this valuable opportunity, you must accelerate your deliveries. Some managers are proposing extending work hours, some recommend hiring more resources, the Developers suggests automating both testing and releasing efforts. What would help guide you in solving this problem and where to focus improvements?

(choose the best answer)

- **Create a visualization of the whole process and identify any bottlenecks affecting the flow using Value Stream Mapping (VSM).**

  (Correct)

- **Analyze utilization rates of the team members in order to optimize the work effort.**
- **All of the above.**
- **Ask the employees what their biggest struggles are.**
- **Work with HR to hire additional members while also including automation in the development effort.**

Explanation

The value stream mapping is one of the lean practices, that helps to visualize the whole process and identifies any bottlenecks affecting the flow. Proper management of the value stream can significantly contribute towards waste elimination by categorizing process activities to be either value-adding or non-value-adding. Lean development focuses on the value through the elimination of waste.

Question 27: **Correct**

During the product's development effort, the market for which the product is being built has changed and evolved. What should you do?

(choose the best answer)

- **The Product Backlog should remain unchanged. Move the product to a more suitable market as you have already made investments in product development.**
- **Replace the current Product Backlog with a new Product Backlog that fits the updated market.**
- **Make changes to the Product Backlog to reflect what is needed to deliver the most value.**

  (Correct)

- **There is no impact as the commitment is to deliver on the approved project plan.**

Explanation

The Product Backlog is a living artifact and continuously evolves throughout the lifespan of the product. One of the principles of agility is to harness change for the customer's competitive advantage.

Question 28: **Correct**

When there are multiple Scrum Teams working on the same product, each team should demonstrate its individual Increment in a separate branch of the code.

- **TRUE**

- **FALSE**

Explanation
If there are multiple Scrum Teams working on the system or product release, the Developers on all the Scrum Teams must mutually define the definition of "Done". Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.
Question 29: **Correct**
Management has asked you for advice on which product to fund. Each product is focusing on different markets. Given the following information:

- Product A has very high user satisfaction scores and a high market share.
- Product B has low user satisfaction scores, low market share, but is in a growing market in which no other competitor has a significant market share.

Which product would you suggest funding?

(choose the best answer)

- **Product B**

  (Correct)

- **Product A**

Explanation
Product A's customers are well-satisfied; additional features may actually lead to lower satisfaction. You should fund the Product with the greatest opportunity to close the customer's gap between current and desired outcomes.
Question 30: **Incorrect**
Peter is new to the Product Owner role and is asking you for advice on what he should be doing to be an effective Product Owner. Which of the following would be the most appropriate advice to give him?

(choose the best answer)

- **Maximize the productivity of the team.**
- **All of the above.**
- **Have an understanding of all items in the Product Backlog to the level needed to maximize the flow of value.**

(Correct)

- **None of the above.**
- **Be the only point of contact for all stakeholders.**
- **Ensure that all of the stakeholder needs are met.**

(Incorrect)

Explanation

The Product Owner is responsible for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner's decisions are visible in the content and ordering of the Product Backlog.

The Decision Maker, one of the preferred stances of a Product Owner, helps the stakeholders and Scrum Team to keep time-to-market short, by keeping decision making time short. Therefore, he/she must have an "expert" opinion on the items in the Product Backlog in order to fulfill his role.

Question 31: **Correct**
Interacting directly with the product's customers is an effective way for the Product Owner to assess value.
- **FALSE**
- **TRUE**

(Correct)

Explanation

Customer collaboration is valuable for making Product Owner decisions. The most important stakeholder the Product Owner is trying to satisfy is the end-users.

Question 32: **Incorrect**
A Product Owner has decided to remove a product feature that's currently on production. Which measure could have led to this decision?

(choose the best answer)

- **Low Customer Usage Index**

(Correct)

- **Increasing Defect trend**
- **Too much time spent context-switching**

(Incorrect)

- **Long Cycle Times**

Explanation

The Customer Usage Index is a measure of usage, by feature, to help infer the degree to which customers find the product useful and whether actual usage meets expectations on how long users should be taking with a feature. If a feature is not meeting the customers' needs, then it might be a good idea to remove it from the product instead of leaving it and increasing complexity of the product.

Question 33: **Correct**

The Scrum Guide 2020 version introduced commitments for each artifact to ensure it provides information that enhances transparency and focus against which progress can be measured.

Select these 3 commitments.

- **For the Increment it is the Definition of Done.**

  (Correct)

- **For the Product Backlog it is the Product Goal.**

  (Correct)

- **For the Sprint it is the Sprint length.**
- **For the Increment it is the Sprint Backlog.**
- **For the Sprint Backlog it is the Sprint Goal.**

  (Correct)

Question 34: **Correct**

Evidence-Based Management (EBM) consists of four Key Value Areas (KVAs). One of which is Ability to Innovate (A2I). The goal of looking at the A2I is to maximize the organization's ability to deliver new capabilities and innovative solutions. Which action can improve your A2I?

(choose the best answer)

- **Setting days where there are no meetings outside of the Scrum events in order to increase focus.**
- **Co-locating the team members.**
- **All of the above.**

  (Correct)

- **Increasing the level of your team's cross-functionality skills.**

Explanation

All of these actions will reduce overhead and distractions thereby enabling the team to focus on value-added activities.

Question 35: **Correct**

A Scrum Team has just completed Sprint 5. The average velocity is 25 points per Sprint. The remaining items in the Product Backlog total 110 points. The Product Owner forecasts that the remaining items can be completed in the next 5 sprints. Will this project deliver the desired impact by the end of Sprint 10?

(choose the best answer)

- **No**
- **We do not know.**

    (Correct)

- **Yes**

Explanation

None of the information provided gives you an insight into the value the product delivers. Monitoring only the direct use of practices does not provide the best evidence of their effectiveness; for example, tracking a Developers' velocity says nothing about whether that team is actually delivering something that is useful to customers or users.

Question 36: **Incorrect**

What can be used to help you understand the potential market for your product?

(choose the best answer)

- **Revenue trends**
- **Market Share trends**
- **Net Promoter Score (NPS)**
- **Usage Index**

    (Incorrect)

- **All of the above**

    (Correct)

Explanation

All of these are example of Key Value Measures that support the Evidence-Based Management (EBM) approach and will help you to understand the needs of potential customers.

Question 37: **Correct**
Your organization multiple versions of the same product. The different versions are needed for older and various devices. You're spending almost all of your effort fixing and supporting the different variations and this leaves you no time to improve the product and your ability to deliver value. Which Key-Value Area does this impact?

(choose the best answer)

- **Revenue per Employee**
- **Cycle Time**
- **Velocity**
- **All of the above**
- **Ability to Innovation**

    (Correct)

Explanation
Installed Version Index measures the effort the organization spends supporting and maintaining older versions of the software. If you are spending most of your time maintaining different versions of a product it is a clear signal that technical debt may be limiting your ability to innovate.

Technical Debt is a concept in programming that reflects the extra development and testing work that arises when "quick and dirty" solutions result in later remediation. It creates an undesirable impact on the delivery of value and an avoidable increase in waste and risk.

Question 38: **Correct**
Evidence-Based Management (EBM) consists of four Key Value Areas (KVAs). Which of the following best describes the Key-Value Area of Current Value (CV)?

(choose the best answer)

- **It reveals the value that the product delivers to customers, today.**

    (Correct)

- **It suggests the potential future value that could be realized if the organization could perfectly meet the needs of all potential customers.**
- **It expresses the organization's ability to quickly deliver new capabilities, services, or products.**
- **It expresses the ability of a product development organization to deliver new capabilities that might better meet customer needs.**

Explanation

The goal of looking at Current Value is to maximize the value that an organization delivers to customers and stakeholders at the present time; it considers only what exists right now, not the value that might exist in the future.

Question 39: **Correct**

What is the desired outcome of using the Evidence-Based Management (EBM) approach?

(choose the best answer)

- **Continuously improve product viability and business value by ways of measuring delivered value and the ability to deliver value.**

  (Correct)

- **Identifying low performing teams and decide on training strategies.**
- **Improving the Developers' velocity and predictability.**
- **Measuring team progress against the predefined project plan.**

Explanation

The Evidence-Based Management (EBM) approach measures value delivered as evidence of organizational agility and provides ways to measure and improve the ability to deliver value. This approach enables organizations to make rational, fact-based decisions, elevating conversations from preferences and opinions to empirical evidence, logic, and insight.

Question 40: **Correct**

The Product Owner has the final say on if an Increment is "Done".

- **TRUE**
- **FALSE**

  (Correct)

Explanation

A "done" Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. The new Increment must be "Done," which means it must be in useable condition and meet the Scrum Team's definition of "Done".

The Product Owner is responsible for deciding when to release it.