

Dumps .docx

School

Hanoi National University of Education *

*We aren't endorsed by this school

Course

MANAGEMENT PO2

Subject

Information Systems

Date

Jul 29, 2023

Pages

98

Uploaded by PrivateElementRook20 on coursehero.com

Helpful

Unhelpful

Home / Information Systems

Question 1

Ken is the Product Owner of a Scrum Team and over time, the work of the product has expanded such that it cannot be completed by a single scrum team. It now requires three scrum teams, and there is the possibility of adding another one. As Ken is getting burned out, what is the best way to resolve this situation? (choose the best option)

- a) Ask a few of the experienced team members to play the Product Owner role so that Ken can only focus on reviewing and accepting stories.
- b) Add a few Product Owners and split the main product backlog into multiple product backlogs according to the number of scrum teams.
- c) Add a few Product Owners, but have Ken play the role of a Lead Product Owner and maintain only one product backlog.
- d) **Delegate Product Backlog Management Activities to others & seek help from Scrum Master.**

Explanation: In this scenario, the product is still the same but the work is more due to the scaling of the product. The situation requires scaling of the Product Owner, but even with scaling it is always a single product backlog maintained for one product. **Even in scaling a Product, One Product Backlog, One Product Owner & One Product Goal** are followed at any given point in time. The Product Owner shares vision and goals often with the teams & delegates Product Management Activities to others in the scrum team. All Scrum Teams must mutually define and comply with the same Definition of Done and the core design and ideas of Scrum do not change. Nexus, LeSS, and Scrum@Scale are the closest framework developed in accordance with the Scrum Guide for these situations.

Rest all options are incorrect as

Other team members can't be the product owner or even the scrum master can't be the product owner as this will create a conflict of role and confusion among the team members. They can share a few responsibilities of the Product Owner regardless, the Product Owner remains accountable.

One product must be associated with one product backlog.

Also, there is no Lead Product Owner role in Scrum. In Scrum, three roles are developer, scrum master, and product owner.

Question 2

You are releasing new versions of your product every week. Most of what's being delivered are only minor changes or bug fixes that are not improving your product's current low customer satisfaction measurements. What Key Value Areas should be your focus in order to improve your product? (choose the best two options)

- a) Time to Market.
- b) Current Value.
- c) **Ability to Innovate.**
- d) **Unrealized Value.**

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.

Ability to Innovate: Expresses the ability of a product development organization to deliver new capabilities that might better meet customer needs.

Unrealized Value: Suggests the potential future value that could be realized if the organization could perfectly meet the needs of all potential customers.

Question 3

A Scrum Team has been working on a product for 9 Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about the purpose of the Product Backlog. He's read that the Product Backlog should be a list of all user features for the product. He goes to the Scrum Master asking where to put the other types of requirements that are going to be taken into account. Are all of the following types of requirements acceptable on a Product Backlog?

- Stability requirements
- Performance requirements
- Product Functionality
- Documentation
- Fixes

(choose the best option)

- a) No. Product Backlog is a tool for the Product Owner. The Product Owner represents the users and stakeholders. Other types of requirements should be managed separately by the Developers. They are not the Product Owner's concern.
- b) Yes, they all belong on the Product Backlog. **Product Backlog is supposed to be the 'single source of truth for all the work for the product.**

Explanation: **The Product Backlog is an emergent, ordered list of what is needed to improve the product.** It is the single source of work undertaken by the Scrum Team. The Product Owner represents the users and stakeholders. Nonfunctional requirements like performance, scalability, etc can be added to the Definition of Done so that all increments and stories will satisfy these but it doesn't mean that these don't belong to the product backlog. Also, fixes and Product Functionality must be in the product backlog if we are not handling those in current sprints.

Question 4

As a Product Owner, what are two approaches that can help you manage your business's exposure to risk? (choose the best two options)

- a) Create a risk management plan that identifies all future risks and solutions for addressing those risks.
- b) Ensure that the Product Backlog items committed to at Sprint Planning are completed by the end of the Sprint.
- c) **Conduct experiments so you can better understand customer needs.**
- d) **Keep the releases as small as possible, and release when the increment can provide a single new or improved outcome.**
- e) Ensure that no changes are made to the Sprint plan during an active Sprint.

Explanation: Releasing frequently will shorten the feedback loop and your ability to learn. This reduces the risks of building things

delivered work will provide information from which the Product Owner can make future decisions.

Question 5

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 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 option)

- a) Make the products as independent as possible and have each product determine its own release plans.
- b) Apply Release Planning to coordinate cross-platform releases to ensure consistency.
- c) Appoint a Product Owner to lead to oversee all products.
- d) Ensure that DevOps manages the interdependencies.
- e) All of the above.

Explanation: Reducing dependencies between products will also reduce complexity and risk. So the option to make the products as independent as possible and have each product determine its own release plans is appropriate in this situation.

What the Scrum Guide says: "Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. The team model in Scrum is designed to optimize flexibility, creativity, and productivity."

The ordering of the Product Backlog is a key mechanism for reducing and eliminating dependencies. Dependencies are things that need to happen for an Agile in scale to complete an increment of value, but that cannot be achieved by the team alone. Dependencies, if not handled correctly, lead to blockers in task execution.

In scrum, the product backlog is the main planning tool used to inform the direction of the team. Broadly speaking, the product backlog consists of tasks (often called stories or user stories) with well-defined acceptance criteria. A good user story is scoped and written to follow INVEST (independent, negotiable, valuable, estimable, small, and testable). The concept of independence is key to the idea of managing external dependencies. If a piece of work is completely independent, it has no dependencies whatsoever. While this is something we should strive for, it is not always attainable. There is value in cross-functional, cross-vertical initiatives, and so we must plan for and manage dependencies.

Question 7

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 led to this? (choose the best option)

- a) The organization has decided to reduce operational overhead and focus on products that generate better Product cost Ratios.
- b) The product has been losing customers, revenues are down, and the Unrealized Value is low (even though the Current Value is high).
- c) The innovation rate for the product is low.
- d) Your organization has stopped using Scrum.

Explanation: The consideration of both CV and UV provides organizations with a way to balance present and possible future benefits. Strategic Goals are formed from some satisfaction gap and an opportunity for an organization to decrease UV by increasing CV. In this situation even though the product is generating revenue, there are clear signals that the product has passed maximum maturity and is now on the decline. The gains from continuous investment and meeting all potential needs of the customer would also be low.

Current Value (CV) - The value that the product delivers today. The purpose of looking at CV is to understand 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. Considering CV helps an organization understand the value that their customers or users experience today.

Unrealized Value (UV) - The potential future value that could be realized if the organization met the needs of all potential customers or users. Looking at Unrealized Value helps an organization maximize the value that it realizes from a product or service over time. When customers, users, or clients experience a gap between their current experience and the experience that they would like to have, the difference between the two represents an opportunity; this opportunity is measured by Unrealized Value.

Question 8

A product owner came across a product idea that is unlikely to be prioritized for work in the near future. How should the Product Owner deal with this issue? (choose the best option)

- a) Write detailed stories pertaining to the idea and add them to the product backlog so that it does not get forgotten.
- b) Write the stories only when there is a realistic chance of the story getting into release.
- c) Write a placeholder story if it fits into the long-term roadmap.
- d) Ask the team members if they can stretch their working hours and accommodate the idea in the current Sprint.

Explanation: The Product Owner needs to add a placeholder story. Writing a story is important to capture the idea. Going into details is not advised because the story is unlikely to get prioritized in the near future.

Question 9

Which two statements are the most accurate regarding scaling Scrum for large projects requiring multiple Scrum Teams?

- on multiple Scrum Teams at the same time.**
- A well-structured Product Backlog can minimize and often eliminate Developers working on multiple Scrum Teams during a Sprint.
 - A Product Owner must work full-time on a single Scrum Team.
 - Customizing the core Scrum framework is necessary to be successful with Scrum on 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 10

How can Scrum help with making funding and investment decisions? (choose the best two options)

- By releasing to the customers and users early and often.
- By frequently inspecting the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.
- Setting a fixed budget will ensure that the project is delivered on time, within scope, and on budget.
- The only financial decision required is the funding necessary for 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 11

A Product Owner has decided to remove a product feature that's currently in production. Which measure could have led to this decision? (choose the best option)

- Long Cycle Times.
- Low Customer Usage Index.
- Increasing Defect trend.

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 the complexity of the product.

Question 12

The Scrum artifacts and the progress toward agreed goals must be inspected frequently and diligently to detect potentially undesirable variances or problems. What are the ways in which the Product Owner takes the lead in the inspection process? (choose the best two options)

- At the Sprint Review, the Product Owner shares the current state of the Product Backlog, which, combined with the inspection of the Increment, leads to an updated Product Backlog.
- At the Daily Scrum, the Product Owner inspects the Sprint burn-down for progress towards a complete Increment and re-planning the team's work.
- At the end of Sprint Planning, the Product Owner verifies the Sprint Backlog for completeness in order to allow the Sprint to start.
- The Product Owner invites stakeholders to the Sprint Review to learn how the current state of the marketplace influences what is the most valuable thing to do next.

Explanation: The Scrum artifacts and the progress toward agreed goals must be inspected frequently and diligently to detect potentially undesirable variances or problems. To help with inspection, Scrum provides cadence in the form of its five events. The primary tool for the Product Owner to uphold transparency is the Product Backlog. Product Backlog is a living artifact that is actively maintained and updated to reflect reality. At the Sprint Review, attendees collaborate on the next things that could be done to optimize value, which is processed into an updated Product Backlog.

Question 13

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)

- Release Frequency.
- Customer Cycle time .
- Velocity.
- Customer or User Satisfaction Gap.
- Revenue per employee.

Explanation: Key Value Measures (KVMs) help an organization to understand its current state desired future state, and factors that influence its ability to improve.

Below mentioned KVMs help an organization to identify improvement areas to an organization's ability to respond to change. Release Frequency - The number of releases per time period, e.g. continuously, daily, weekly, monthly, quarterly, etc. This helps reflect the time needed to satisfy the customer with new and competitive products. Measure for Time-to-Market (T2M).

Customer Cycle Time - 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. This measures the efficiency of how a team is run and how much they're contributing to a product's growth. Measure for Time-to-Market (T2M).

Customer or User Satisfaction Gap & Revenue per Employee KVM for Unrealized Value (UV) & Current Value (CV) respectively and will not help you understand key areas to improve responsiveness. Velocity is not a KVM.

Question 14

What can a Product Owner achieve through experimentation ? (choose all that apply)

- Identifying(identifying improvement areas) & reducing waste.
- Eliminating all uncertainty and risks to the future success of a Product.
- Understanding Product-Market fit and if a viable business can be created around a Product.
- Making decisions on investment strategies and funding.

employing an iterative, incremental approach. 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 15

You are a Product Owner that has been building a product with 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 option)

- a) No action is needed. Focus on delivering the features that were committed to by the steering committee.
- b) Ensure that every release provides something that satisfies all groups of users.
- c) Create separate marketing campaigns for each group to attract more users and drive revenue.
- d) Evaluate whether you could provide better business value by building different products to serve each user group.

Explanation: "No action is needed. Focus on delivering the features that were committed to stakeholders/users" is incorrect as it focuses on the output and delivering on a fixed scope rather than the outcomes.

"Ensure that every release provides something that satisfies all groups of users" 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.

"Create separate marketing campaigns for each group to attract more users and drive revenue" is ok but not the best answer as this could increase complexity and risks creating confusion with potential customers.

"Evaluate whether you could provide better business value by building different products to serve each user group" is the best answer. Building different products to serve different markets helps to increase focus, reduces complexity, and adds transparency and alignment.

Question 16

What Questions would an organization ask in order to evaluate Current Value? (choose all that apply)

- a) How happy are users and customers today? Is their happiness improving or declining?
- b) How happy are your employees? Is their happiness improving or declining?
- c) How fast can you test new ideas with customers?
- d) How happy are your investors and other stakeholders? Is their happiness improving or declining?
- e) What prevents customers or users from benefiting from that innovation?
- f) Can any additional value be created by our organization in this market or other markets?

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. Considering CV helps an organization understand the value that their customers or users experience today.

Questions that organizations need to continually re-evaluate for current value are:

- How happy are users and customers today? Is their happiness improving or declining?
- How happy are your employees today? Is their happiness improving or declining?
- How happy are your investors and other stakeholders today? Is their happiness improving or declining?
- Rest all options are incorrect as

How fast can you test new ideas with customers - It is a Time-to-Market that shows an organization's ability to quickly deliver new capabilities, services, or products.

What prevents customers or users from benefiting from that innovation - It is the Ability to Innovate that shows the effectiveness of an organization to deliver new capabilities that might better meet customer needs

Can any additional value be created by our organization in this market or other markets - It is related to Unrealized Value which is the potential future value that could be realized if the organization met the needs of all potential customers or users.

Question 17

Ken, a Product Owner, notices that the Developers have been struggling to get the forecasted work done in the last few Sprints. What can Ken do to help the team? (choose the best two options)

- a) Make the Definition of Done less stringent.
- b) Inform the Scrum Master so he/she can help the Developers learn techniques for improving their ability to forecast work.
- c) Do not end the Sprint until the work is done.
- d) Ken should spend more time with the Developers & helping them to understand the Product Backlog items.

Explanation: Scrum Master has many responsibilities toward the scrum team & one key responsibility is coaching & helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done. It includes helping the Developers learn techniques for improving their ability to forecast work.

The Product Owner serves the Scrum Team by ensuring it understands the Product Backlog items to the level needed and he/she is accountable for maximizing the value of the product resulting from the work of the Scrum Team. So Ken should spend more time with developers & making them understand the product backlog items so that they can confidently forecast.

The Scrum Master serves the Scrum Team in several ways, including:

- a) Coaching the team members in self-management and cross-functionality;
- b) Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done;
- c) Causing the removal of impediments to the Scrum Team's progress; and,

- d) Ensuring that all Scrum events take place and are positive, productive, and kept within the time box.

Question 18.

Why would a Product Owner ensure that he is ordering the Product Backlog? (choose the best option)

- A. Ordering the Product Backlog is the best way to achieve goals and missions.
- B. In complex environments, it is difficult to manage the project if the Product Backlog is not ordered to reflect the change requests that were approved by the Change Control Board.
- C. By ordering the Product Backlog he makes sure that the Developers know what items to choose during the Product

- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible, and understood.

Replies all options are incorrect as Scrum is for complex environments and there is no change requests process or Change Control Board. A product owner should be able to determine the priority of product backlog items to deliver the maximum outcome. The Product Owner is mentioned above in the context of the Product Backlog Refinement. Ordering Product Backlog items so the product owner doesn't have to order the product backlog before the Product Backlog Refinement.

As mentioned above Product Owners are constantly in touch with the stakeholders and understand the environment in which the product operates. When the needs and market conditions for the product change, the Product Owner will change the priorities in the Product backlog. He/she may add new items to the Product Backlog and remove the ones which are now obsolete due to new stakeholder needs.

Question 19.

How can you measure if a product is delivering value to your customer? (choose the best option)

- A. The average cost of a release, as per the Product Owner's calculations.
- B. **The usage frequency of the product.**
- C. The Developers' ability to deliver on schedule.
- D. None of the answers are valid.
- E. All answers are valid.

Explanation: The customer Usage Index 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. So Customer Usage Index is a reliable measure that can help determine if a product delivers value. KPIs that drive Value should be outcome focused. The Product Owner can measure Customer KPIs by

- Customer satisfaction
- Net promoter score (NPS)
- Number of leads generated
- New customers (customer conversion ratio)
- Customer retention ratio
- Customer usage index
- System response time

Question 20.

Awareness of which of the following is required for a Product Owner to maximize value? (Choose the best two options)

- A. Customer Feedback**
- B. Product Goal
- C. Team Velocity
- D. Unit Test Results
- E. Productivity of Scrum Team.

Explanation: The Product Goal describes the future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define "what" will fulfill the Product Goal. The Product Goal describes the purpose of the solution. How features serve the purpose affects their value. So Product Goal is directly related to Value. Customer and end-user feedback are essential for value as well.

Rest all options are incorrect as Team Velocity is not directly connected to value, and the results of unit tests are a technical matter that developers need to pay attention to. The productivity of the Scrum Team is not related to value e.g. if the product goal is not good enough then even if there is high productivity the increment won't add value.

Question 21.

An organization that is new to Scrum wants to know how the interactions should be between the Product Owner and the Stakeholders. Which statement best describes the relationship? (choose the best option)

- A. The Product Owner proactively seeks feedback and expectations from stakeholders to make changes to the Product Backlog.**
- B. The stakeholders transfer requirements to the Product Owner to convert to User Stories for the Product Backlog.
- C. The Product Owner has full authority over the requirements and should only involve the stakeholders during the approval process.
- D. The Product Owner demos the Increment at Sprint Review for final user acceptance approval by the stakeholders.

Explanation: There is a lot of knowledge and experience and there are many interesting perspectives from others you can learn from. So, estimate the value of Product Backlog Items together with your stakeholders and Scrum Team. Involve your customers, involve your users, and don't forget your Developers. They may have very interesting viewpoints to learn from, which could lead to you delivering much more value, with much less effort. Rest all options are incorrect as Converting requirements to user stories is not mandatory in Scrum. The scrum team, not just the Product Owner presents the results of their work to key stakeholders, and progress toward the Product Goal is discussed. The Product Owner has full authority over the Product Backlog but requirements for the product backlog come from stakeholders.

- A. The Customer Representative.
- B. The Decision Maker.
- C. **The Influencer.**
- D. The Collaborator.
- E. The Visionary .

Explanation: The Influencer uses effective communication, negotiation, and influencing skills to get people passionate and inspired about the cause. Here is a brief explanation of different types of Product Owner stance

The Customer Representative:

- Focus on understanding customer problems, pains, and opportunities.
- Get into the mindset of the customer, placing yourself in their world, and understanding their needs.
- Deliver value by connecting product features to customer outcomes.

The Visionary:

- Champion the future state, possibilities, goals, and chances.
- Communicate the product vision, strategy, and Product Goal.
- Understand value and pricing models.

The Experimenter:

- Focus on innovation through experiments, hypotheses, tests, learnings, data, and validation of the value.
- Understand the Product Owner's role in a scaled environment.

The Decision Maker:

- Focus on making better decisions.
- Navigate conflicting customer feedback.

The Collaborator:

- Seek collaboration with stakeholders and the Scrum Team.
- Work beyond the Scrum Team including contracts, finance, budgeting, and governance in an agile way.

The Influencer:

- Lead the stakeholders, customers, and Scrum Team, to move in the right direction and to change their minds, when necessary.
- Learn how to create a stakeholder management strategy.

Question 23

Evidence Based Management consists of which Key Value Areas (KVA)? (choose all that apply)

- a) Time to Market.
- b) **Unrealized Value.**
- c) Product Quality.
- d) **Current Value.**
- e) Customer Value
- f) **Ability to Innovate.**

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 24

A Sprint can be canceled before the Sprint time-box is over when the Sprint Goal becomes obsolete. What are the activities that happen after a Sprint is canceled? (choose all options that apply)

- a) If part of the work is potentially releasable or shippable to customer then the Product Owner accepts it.
- b) All completed and "Done" Product Backlog items are reviewed by Product Owner.
- c) All incomplete Product Backlog Items are re-estimated by Developers and return to the Product Backlog.
- d) Several top Product Backlog Items are taken from Product Backlog and placed in the Sprint Backlog for the next sprint.
- e) At the Sprint Retrospective, the team determines who is responsible for this cancellation of Sprint and takes appropriate action.

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

Question 25

What are the important characteristics of a good Product Backlog item which can be considered as "Ready" for Sprint Planning? (choose all options that apply)

- a) Product Backlog items which are sufficiently refined & clearly expressed.
- b) Product Backlog item which can be developed within one Sprint even if tested in the another Sprint.
- c) Product Backlog item which will be finished as per Definition of Done within one Sprint.
- d) Product Backlog item which are at or towards the bottom of the Product Backlog.
- e) Product Backlog item which are at the top of the Product Backlog.

Explanation: The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team.

Product Backlog items that will occupy developers for the upcoming Sprint are sufficiently refined so that any one item can reasonably be "Done" within the Sprint time-box. Product Backlog items that can be "Done" by developers within one Sprint are deemed "Ready" for selection in a Sprint Planning.

Higher ordered Product Backlog items are usually clearer and more detailed than lower ordered ones. More precise estimates are made based on the greater clarity and increased detail; the lower the order, the less detail.

Rest two options are incorrect as Product Backlog items that are at or towards the bottom of the Product Backlog are not clear enough to pick up in a sprint. Development & testing of the product is considered in the same sprint as the team has to deliver a working & usable increment which complies with Definition of Done. Without testing, the team can't consider an increment as done.

Question 26

What is "Progressive Elaboration" (choose the best option)

- c) Shu-Ha-Ki - it is in the Shu stage when one is just beginning to learn something new; over time they progressively learn and understand more.
- d) As the project progresses, details will emerge in greater and greater clarity until they are able to be understood to a sufficient level to complete the needed work.

Explanation: As the project progresses, details will emerge in greater and greater clarity until they are able to be understood to a sufficient level to complete the needed work

Question 27

Marian is the Product Owner envisioning a project for a new release of her product. She made a projection of a release date based upon a sustained velocity of 17 completed units of work per Sprint. Over the first 3 Sprints, the average velocity was 13 for work that developers estimated as 90% done. Developers, feeling the need to meet the plan, figured that a velocity of 17 was within their reach. A good way to continue is:(choose the best option)

- a) Developers make sure that all of the selected scopes per Sprint is as Done as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.
- b) Add enough people to developers for the deadline to be made.
- c) The opportunity to inspect and adapt is lost. Opaqueness has replaced transparency. Predictability has dropped below zero. The produced software is not usable. As the rules of Scrum have not been respected, it is the Scrum Master's duty to assess whether repair is possible, or a restart with a more reliable team. If not, the Scrum Master should cancel the project.
- d) Developers should remind Marian to find funding for enough Release Sprints in which the remaining work can be done.

Explanation: Developers make sure that all of the selected scopes per Sprint is as Done as possible. The undone work is estimated and added to the Sprint Backlog of the next Sprint, so it doesn't mess up the Product Backlog.

Question 28

In the middle of the Sprint, Developers find that they have more room for additional work. They decide to change the Sprint Backlog by adding few more backlog items from the Product Backlog. Who should be present to decide the additional work and accordingly modify the Sprint Backlog? (choose the best two options)

- a) Senior members of developers.
- b) Scrum Master
- c) Developers.
- d) Product Owner.
- e) Scrum Team.

Explanation: Nobody can change the Sprint Backlog other than developers. So Developers should be present. Product Owner is responsible for optimizing the value of developer's work and is needed to explain the content of the Product Backlog, and give mutual consent on the next work. Product Owner is accountable for Product Backlog and prioritizing product backlog items. So the Product Owner also needs to be present.

Question 29

What is empirical process control in relation to scrum? (choose the best option)

- a) Using Pareto's 80/20 rule correctly can help maximize the value of the work not done.
- b) Shared programming in scrum represents the ideal way to ensure a smooth transfer of knowledge from a more experienced Developers member to a less experienced one.
- c) Scrum does not use empirical process control theory.
- d) knowledge comes from experience and making decisions based on what is observed - this can be achieved by using the 3 pillars of transparency, inspection, adaptation.

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 observed. Scrum employs an iterative, incremental approach to optimize predictability and control risk. Three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation.

Question 30

Who participates in the Sprint Review? (choose all options that apply).

- a) The Product Owner.
- b) The Developers.
- c) The Scrum Master.
- d) Senior Management.
- e) The Application Manager.
- f) The Key Stakeholders.

Explanation: The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed.

The Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Backlog may also be adjusted to meet new opportunities. It is not just a presentation rather it is a working session.

Question 31

Sam is a developer within a scrum team. Sam believes that top item in the product backlog is not very clear. He asks the other Developers if they understand it. They have expressed to Sam that it does seem unclear and they are not able to help. What should Sam do? (choose the best option)

- b) Ensuring that the Product Backlog is transparent, visible and understood.
 So Sam should discuss his concerns with the product owner; if the product owner is unable to clarify then the item should not be chosen for the current sprint until the item can be clarified.
- c) Sam should just work on the item for the current sprint and hope that his Questions get answered through progressive elaboration.
- d) Sam should do nothing; the product backlog is the responsibility of the product owner and the clarity of the item is not his

Question 32:

James is a product owner for a scrum team. The customer has expressed concerns about releasing new software after every sprint. What should James do? (choose the best option)

- a) An increment must be released after a sprint, James should insist on longer sprints to meet the customers longer release cycle.
- b) **An increment only needs to be potentially releasable, James may hold back several increments and work with the customer on a release schedule that fits their needs.**
- c) James should ask the scrum master to put together a release planning meeting to help convince the customer of the value of incremental release.
- d) An increment must be released after a sprint, James should explain to the customer what scrum is and how scrum handles releases.

Explanation: The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be "Done," which means it must be in useable condition and meet the Scrum Team's definition of "Done. The increment must be in useable condition regardless of whether the Product Owner decides to release it.

Question 33

The Scrum Team identifies the most helpful changes to improve its effectiveness in Sprint Retrospective. What is the next step for the Scrum Team on those identified improvements? (choose the best option)

- a) Make sure the most impactful improvements are addressed as soon as possible and team may add these to the Sprint Backlog for the next Sprint.
- b) Assign a responsible team member & track the status for at least one improvement items identified in the Retrospective meeting
- c) Assign responsible team members for each improvement items identified in the Retrospective meeting.
- d) Make sure the Sprint Backlog for the next Sprint includes all the improvement items identified in the Retrospective meeting.

Explanation: The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The following activities are performed during a retrospective

- Inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done.
- Discusses what went well during the Sprint, what problems it encountered, and how those problems were (or were not) solved.
- Identifies the most helpful changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.

So the option of addressing as soon as possible and maybe adding to Sprint Backlog is correct. Rest all options are incorrect as all improvement items are not selected or assigned to team members as the team is self-managed.

Question 34

The Product Backlog is an emergent, ordered list of what is needed to improve the product. Which of the following statements are related to Product Backlog Refinement. (choose all options that apply).

- a) It guides the team on how & what work needs be to delivered to build a potential shippable Increment.
- b) **It is an ongoing process.**
- c) Is time-boxed to a maximum of 4 hours for a 30 days sprint.
- d) **It adds details, estimates, and order as per product Owner prioritization to Product Backlog items.**
- e) **Product Owner may delegate this responsibility to others but he/she still remains accountable.**
- f) It provides a formal description of the state of the Increment when it meets the quality measures required for the product.

Explanation: Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. This is an ongoing process in which the Product Owner and the Developers collaborate on the details of Product Backlog items. It includes

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible, and understood.

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable.

Question 35

Which of the following are Scrum Artifacts? (choose all options that apply)

- c) Sprint Backlog.
- d) Product Backlog.**
- e) Sprint Goal.

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

Question 36

During the Daily Scrum, a team member says he does not know when his task will be complete (choose the best option)

- a) It is acceptable as the sprint review date is far away.
- b) Replace the team member with a new team member.
- c) Developers should collaborate to plan alternative steps such as pairing with someone else, etc. to eliminate the risk of not meeting the Sprint Goal.**
- d) Scrum Master should mentor the team member on how to est. the task.

Explanation: **Scrum Teams are self-managing and cross-functional.** Self-managing teams choose how best to accomplish their work, rather than being directed by others outside the team. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. So dev team should collaborate to plan alternative steps such as pairing with someone else, etc. to eliminate the risk of not meeting the Sprint Goal.

Question 37

The Scrum Team gathers for Sprint Planning meeting. The Product Owner has some stories but the team finds that stories do not provide enough information to make forecast. The immediate next best thing to do is (choose the best option)

- a) The Scrum Master cancels the Sprint.
- b) Developers proceed with starting with whatever is known.

- c) Developers make it transparent that they cannot make a forecast.
- d) The Scrum Team discusses the root cause in the retrospective.

Explanation: For the Sprint to begin, there are no pre-conditions except a Scrum Team and a Product Backlog with enough business ideas for the Sprint. It is good practice to have a sufficient number of Product Backlog items "Ready" to be selected for the Sprint. If the Product Backlog is not clear at Sprint Planning, developers will have difficulty creating a forecast of the Sprint work. The team needs to make it transparent and works with the Product Owner to refine them within the Sprint Planning. As soon as possible, Scrum Master can also coach the Product Owner on improving this, for example by having regular "backlog refinement sessions". Discussing the root cause in the retrospective is also correct, but the Questionasks about the "immediate next" step.

Question 38

Selena, a product owner for a scrum team, has refined the product backlog based on description, order, and size. John, a program manager with the PMO overseeing the group of projects Selena is working on & requested her to place a new item at the top of the product backlog. What should Selena do? (choose the best option)

- a) Selena should not be doing anything with the product backlog; this responsibility belongs to developers.
- b) Selena is accountable for the product backlog; so John doesn't have authority to request any new item or change the order product backlog.
- c) Selena must do as John has asked as John is an important stakeholder (PMO).
- d) Selena may consider the request of others, but the final say as to the order is hers and hers alone.**

Explanation: The Product Owner is accountable for effective Product Backlog management but that doesn't mean he/she should not consider other's opinions. 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. So Selena should consider John's request but she has the final say to move or not the item to the top of the product backlog.

Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible, and understood.

Question 39

The Product Backlog is an emergent(nội bộ), ordered list of what is needed to improve the product. What techniques Product Owner should use to represent it? (choose the best option).

- a) User Stories.**
- b) Any convenient technique or can be a mix of several techniques.
- c) Use Cases.
- d) Acceptance Test cases.
- e) Scenarios.

Explanation: User stories are a fairly common technique for representing Product Backlog Items, but other techniques can be used instead. For instance, a team can use scenarios, use cases, acceptance tests, etc. The Product Backlog might even contain a heterogeneous mix of the above. The Product Owner should work with the rest of the Scrum Team on choosing and optimizing the techniques used to represent Product Backlog Items.

Question 40

True or False, During a sprint, it was found that the work scheduled for the sprint is more than was estimated during Sprint Planning & few items in the Sprint Backlog cannot be finished by the end of the Sprint. In this situation, it is ok to cancel the Sprint?

- a) True**
- b) False**

Explanation: The Sprint Goal is created during the Sprint Planning event and then added to the Sprint Backlog. As the Developers work during the Sprint, they keep the Sprint Goal in mind. If the work turns out to be different than they expected, they collaborate with the Product Owner to negotiate the scope of the Sprint Backlog within the Sprint without affecting the Sprint Goal.

The Sprint is canceled only in the case if the Sprint Goal became obsolete. If some work could not be done doesn't mean the sprint

Question 41

In large organizations multiple scrum teams work on the same product. In this scenario, Scrum Team should use a single Product Backlog?

- a) True

- b) False

Explanation: The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team.

Multiple Scrum Teams often work together on the same product. One Product Backlog is used to describe the upcoming work on the product i.e. it is a one to one relationship between Product and Product Backlog. In this scenario, they must mutually define and comply with the same Definition of Done.

Question 42

Definition of Done may vary significantly per Scrum Team but how does Definition of Done help the Scrum Team? (choose all options that apply).

- a) Definition of Done is used to assess the quality measures required when work is complete on the product Increment.
- b) Definition of Done guides developers to decide how many Product Backlog items can be selected during Sprint Planning.
- c) Definition of Done ensures artifact transparency by providing everyone a shared understanding of what work was completed as part of the Increment.
- d) Definition of Done helps in inspection and adaptation by providing cadence in the form of its scrum events.
- e) Definition of Done helps to calculate the velocity of the Scrum Team which helps the team to forecast the upcoming work in the future sprint.

Explanation: The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The moment a Product Backlog item meets the Definition of Done, an Increment is born.

Definition of Done is used to assess when work is complete on the product Increment. Guides developers in knowing how many Product Backlog items it can select during Sprint Planning.

Definition of Done ensures artifact transparency by providing everyone a shared understanding of what work was completed as part of the Increment.

Rest two options are incorrect as to help with inspection, Scrum provides cadence in the form of its five events. Definition of Done is not related to velocity, doesn't help in forecasting work for the future sprint.

Question 43

What would be two boundaries, defined in Scrum, that give guidance for teams to effectively self-manage? (choose the best two options)

- a) Time-boxing the events in Scrum to allow for regular inspection and adaptation creates opportunities to adjust the course in any given path.
- b) Clearly defined functional teams between the Developers to define handoff phases during development.
- c) Creating an integrated and potentially shippable Increment by the end of each Sprint.
- d) 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 44

Which of the following is the Product Owner accountable for maintaining and communicating _____? (choose the best answer)

- A. The Product Vision.
- B. The Sprint burndown chart.
- C. The Definition of Done.
- D. Development Team utilization.
- E. All of the above.

Explanation/Reference:

Part of the Product Owner 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 45

You have a Scrum Team that has been working together for over a year. The Development 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)

- A. The Product Owner is not empowered to make decisions about items in the Product Backlog nor how they are ordered.
- B. The Product Owner doesn't set objectives that he/she wants to achieve with upcoming Sprints.

- C. The Sprints are too long.

- D. Scrum might not be the best framework for this team.

- E. The Development Team is too big.

Explanation/Reference:

Many people misinterpret the Scrum Guide as stating the Development Team size is limited to 3-9 members. In reality, it only states that there is inherent risk attached to having less than 3 members and more than 9 members. As the number of members increase, 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

the team nor length of time to market have fit for some projects/projects are not fit for Scrum...or better stated Scrum is not suitable for some projects/projects.

Explanation/Reference:

Question 46

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 47

What can be included in the Product Vision and Strategy that will keep people motivated about the product? (choose all that apply)

- A. The advantages the product has over competitors.
- B. How people will use the product to address their needs.
- C. What people will gain by using the product.
- D. How the product will generate revenue.

Explanation/Reference:

Anything that may help motivate and inform the Development Team 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 48

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 the product's profits. What sources of information can help you decide on your product's pricing strategy? (choose the best three answers)

- A. Sales channel strategy.
- B. Company earnings reports.
- C. Customer satisfaction.
- D. Unmet customer needs.
- E. Competitor's pricing.
- F. Market share

Explanation/Reference:

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 49

Your product releases are failing to generate the revenue you had expected. Which action would help you understand the problem? (choose the best answer)

- A. Measuring Release Frequency
- B. Measuring Lead Time
- C. Measuring Usage Index
- D. Measuring Innovation Rate

Explanation/Reference:

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 is 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 50

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)

- A. Add features to your next release that you think will keep current customers as well as attract new customers.
- B. Move your product to a different market that is less competitive.
- C. Improve your Time-to-Market and Ability to Innovate in order to respond faster.

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 for 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 51

Select the two Scrum Events in which people outside the Scrum Team can participate (choose the best two answers)

- A. The Sprint Review
- B. The Sprint Planning
- C. The Sprint Retrospective
- D. The Daily Scrum

Explanation/Reference:

The Development Team may invite other people to attend the Sprint Planning in order to provide technical or domain advice. The Product Owner is responsible for inviting the Key Stakeholders to the Sprint Review meeting.

Question 52

Each _____ has a separate Product Backlog. (choose the best answer)

- A. Development Team
- B. portfolio
- C. testing team
- D. **product**
- E. All of the above.

Explanation/Reference:

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 53

- A. What can help you improve product viability and business value? (choose the best answer)
- A. Tracking team member utilization.
- B. Ensuring no changes are made after project plan approval.
- C. Improving the predictability of Development Team velocity.
- D. **Using Evidence-Based Management.**

Explanation/Reference:

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 55

What three attributes help build an effective User Story ? (choose the three best answers)

- A. Confirmation
- B. Conversation
- C. Compliance
- D. Completeness
- E. Card
- F.

Explanation/Reference:

Although User Stories are not mandatory, they can be useful when used effectively. Effective user stories consists 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 56

What is an effective Product Vision? (choose the best answer)

- a) It is approved by all stakeholders.
- b) None of the above
- c) **It inspires the people who deliver the product.**
- d) All of the above
- e) It forms a contract with the business.

Question 57

What is the stance of the Product Owner during the Sprint Retrospective? (choose the best answer)

- a) A Scribe.
- b) A Manager.
- c) **A peer Scrum Team member.**
- d) He/she does not have to be there.

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 58

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

- a) Forecasting the effort of Product Backlog items
- b) Breaking large Product Backlog items into multiple smaller Product Backlog items.
- c) Reviewing the Product Backlog with stakeholders.
- d) Reducing or eliminating dependencies between Product Backlog items
- e) Ordering the Product Backlog.

Explanation:

The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event. They usually acquire this degree of transparency after refining activities. Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size. Attributes often vary with the domain of work.

Question 59

What is TRUE about the Stakeholder's role in Scrum? (choose the best answer)

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

Question 60

Every product needs a _____ (choose the best answer)

- A. A project management plan includes time, scope and budget.
- B. Deadline
- C. All of the above
- D. System Requirement Specification (SRS)
- E. Product Owner

Explanation: The Project Management Plan and SRS defined in Waterfall but not in Scrum.

As long as the product exists, the Product Backlog exists. The Product Backlog is a living artifact and is an ordered list of everything that requires to build a product. It is the sole source of specifications for any changes to be made to the item. The Product Owner, including its content, availability, and order, is responsible for the Product Backlog.

Question 61

Your organization wants to become better at responding to market changes and new opportunities that may arise.

Which measure is LEAST helpful in understanding how to improve its ability to respond? (choose the best answer)

- A. Revenue per employee
- B. Technical Debt
- C. Velocity
- D. Cycle time
- E. On product index

Explanation:

Revenue per Employee will not help you understand how you can be more responsive. 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.

Question 62

For the last few releases, your product's sales have not improved and not met your revenue projections_____.

Which measure would be most helpful in understanding the problem? (choose the best answer)

- A. Innovation Rate
- B. Release Frequency
- C. Usage Index
- D. Lead Time

Explanation:

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. Current Value: Measurement of usage Index, by feature, to help infer the degree of high usage for the product. This helps to identify which features are most popular and which ones could be improved.

Question 65

An Increment is released when (choose the best answer). (choose the best answer)

- A: The Acceptance Criteria has been met.
- B: The Developers confirm it is releasable.
- C: The Definition of "Done" is completed.
- D: The Product Owner decides to release

Explanation:

Only the Product Owner can decide when it is appropriate to release the product.

Question 66

The 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)

- A: Co-locating the team members.
- B: Increasing the level of your team's cross-functionality skills.
- C: All of the above.
- D: Setting days where there are no meetings outside of the Scrum events in order to increase focus.

Explanation:

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

Question 67

Management wants to understand whether a team is effective. Which of the following measures will help them understand the team's performance? (choose the best answer)

- A: All of the above.
- B: The team's planned versus actual budget performance.
- C: The team's ability to meet schedule release dates.
- D: The change in customer satisfaction measured over time.

Explanation:

Understanding progress against goals provides the best insight into a team's progress, not arbitrary measures like work performed or performance against a schedule. The teams could work together to develop a common way to share their goals and what they achieve in each planning period against those goals. It's better to measure product's performance.

Understanding how your customers is 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 68

As an investor or shareholder, which of the following measures might give you insight about whether a product is delivering value? (Choose all that apply)

- A: The average selling price as compared to close competitors
- B: Revenue per Employee
- C: The weekly velocity of the Developers
- D: Market Share
- E: Product profitability

Explanation:

Correct:

* Market Share

* The average selling price as compared to close competitors

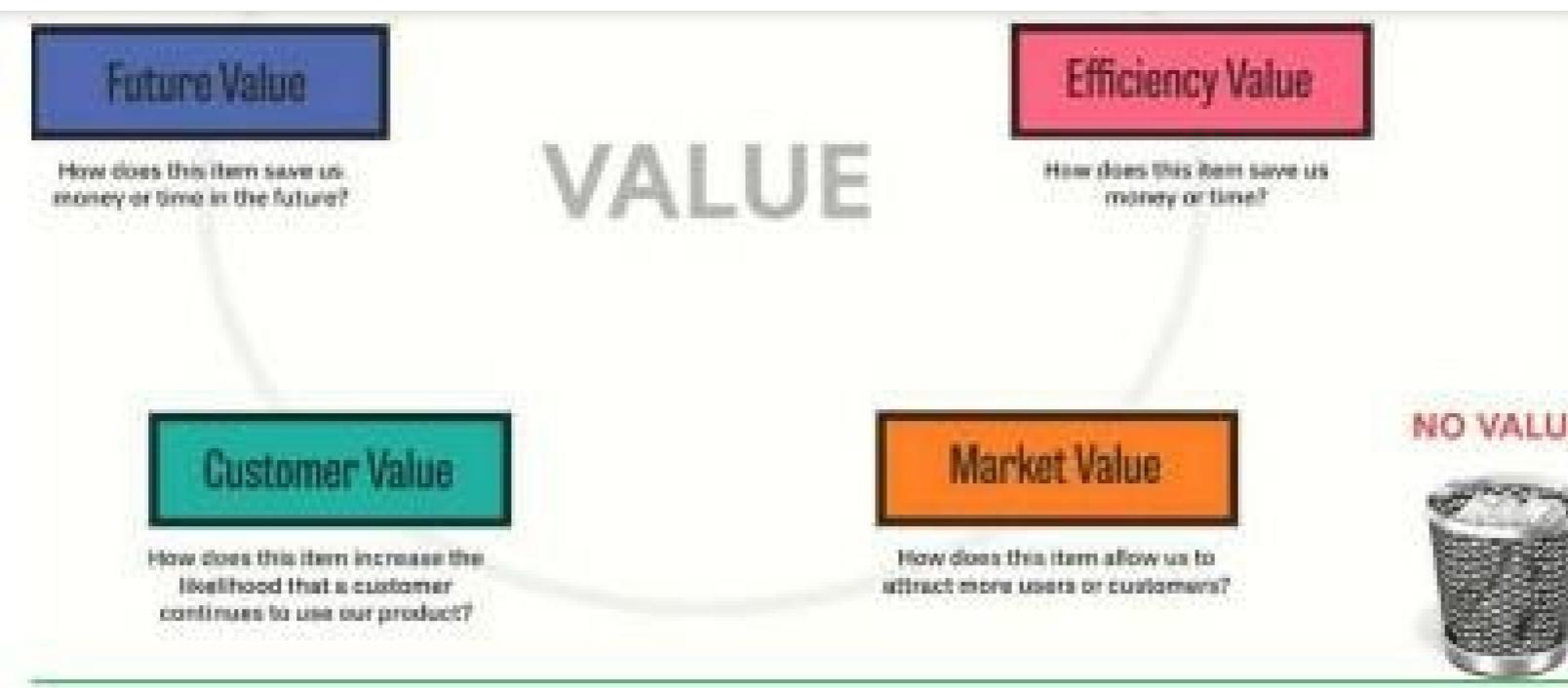
* Product profitability

There are five types Of Value, and the correct one are part of them. Scrum.org origin

Five Types Of Value

For each item on your Product Backlog, together distribute 100 points over the five types of value - or the fraction.

Commercial Value

**Question 69**

When should the Product Owner update the project plan? (choose the best answer)

- A. Before the Sprint Planning to know how much work will have to be done in the Sprint.
- B. Scrum forbids having a project plan.
- C. **The Product Backlog is the plan in Scrum. It is updated as new information and insights emerge.**
- D. After the Daily Scrum to ensure an accurate daily overview of project progress.

Explanation:

The Product Backlog is the plan in Scrum. It is updated as new information and insights emerge.
Correct, New insights will be added by the Product Owner to the Product Backlog.

Question 70

Under what circumstances does an organization need an empirical approach to solving a problem? (choose the best answer)

- A. **All of the above**
- B. When the market is changing rapidly
- C. When technical risk is high
- D. When working with new and unproven technology
- E. When business risk is high

Explanation:

All of them are correct.

An organization needs an empirical approach to handle different types of Risks (problems) in the product development process. Risk has been identified as an unfavorable situation or condition which should be avoided or minimized in order to be successful in the product development process. To make this concept clearer, the risk in the new product development process will be broken down into different risk categories. The main categories of risk are technical, market, commercial and organizational risks:

Technical Risk

Technical risk, or technology related risks is an intrinsic risk and can entail a number of sub-sections such as the design of the product, manufacturing technology and intellectual property. Market Risk

Market risks can include factors such as consumer acceptance and marketing risks, competitor risks and the risks of substitution in the market the firm is competing in. Commercial Risk

Commercial risk is concerned with the extent to which a product, or rather a product idea, would be financially feasible for the firm developing the product. Organizational Risk

Finally, organizational risk in the new product development process includes factors such as the communication within the firm while striving for the realization of the product as well as the idea acceptance of the new product of different parties of the company and the availability of necessary resources for the development of the new product.

Question 71

Which two measures can help a Product Owner evaluate how much impact is being delivered? (choose the best two answers)

- A. How many Story Points is completed per Sprint.
- B. How many items the team is delivering per Sprint.
- C. **How frequently your deliveries are being used.**
- D. **How satisfied the customers are**
- E. 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 72

Which of the following is the most effective way of improving the Time-to-Market of a product? (choose the best answer)

- a) Increasing project funding
- b) Removing low performing people.
- c) **Understanding and removing impediments to faster delivery**
- d) All of the above.
- e) Working harder to go faster.
- f) Hiring more team members

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 71

Experiments include which of the following aspects?

- a) Running the experiments
- b) Adapting your goals or your approach based on what you learned
- c) Inspecting results
- d) All of these apply
- e) Forming a hypothesis for improvement.

Explanation:

Experiments include all of these aspects. Run experiments that involve forming hypotheses that are intended to advance the organization toward their current Intermediate Goal. As they run these experiments and gather results, they use the evidence they obtain to evaluate their goals and determine their next steps to advance toward these goals. Experimentation Loop. Forming a hypothesis for improvement, Running your experiments, Inspecting your results. Adapting your goals or your approach based on what you learned.

Question 72

How do timeboxes help the Product Owner and the other members of the Scrum Team validate assumptions, adapt, and maximize the value of their product?(choose the best answer)

- a) Timeboxes help by making sure a Sprint does not stop until all testing is done, and the work is verified by the Product Owner.
- b) At the end of each Sprint when the timebox expires a detailed report with all test cases and test results is available.
- c) Timeboxes assure the Product Owner that the Developers will finish all work on the Sprint Backlog by the end of the Sprint.
- d) Timeboxes help minimize risk by creating the opportunity to validate assumptions using feedback from users and the market; allowing Scrum Teams to inspect progress toward the Product Goal and decide whether to pivot or persevere.

Explanation:

The Product Owner manages the Product Backlog against the assumption that value will be generated. This assumption remains invalidated when not checked against users and the market. When a Sprint's horizon is too long, you increase the risk that what is being developed may no longer be desired. Sprints limit risk to one calendar month or less of work.

Question 73

A Product Owner is entitled to postpone the start of a new Sprint after the conclusion of a previous Sprint for the following reason:(choose the best answer)

- a) There is no acceptable reason. A new Sprint starts immediately after the conclusion of the previous Sprint.
- b) Not enough Product Backlog items are ready.
- c) The Product Owner has not identified a Sprint Goal.
- d) The stakeholders are not happy with the value produced in the previous Sprint.
- e) The Quality Assurance department needs more time to make the previous Increment complete.

Question 74

How does an organization know that a product built using Scrum is successful?

(choose the best answer)

- a) By the Product Owner and stakeholders accepting the Increment at the Sprint Review.
- b) By measuring the actual time spent on development versus the time estimated for development.
- c) By releasing frequently, and measuring the value customers/users experience.
- d) By measuring that velocity has increased since the last release.

Question 75

To what extent does technical debt limit the value a Product Owner can get from a product?

(choose the best two answers)

- a) Technical debt is not a Product Owner concern, technical debt is only an issue for the Developers.
- b) Technical debt causes a greater percentage of the product's budget to be spent on maintenance of the product.
- c) Technical debt does not influence the delivery of value.
- d) The velocity at which new functionality can be created is reduced when you have technical debt.

Question 76

What is the Product Owner accountable for in Scrum?

(choose the best answer)

- a) Refining the top level Product Backlog items until they are ready to be handed over to the Scrum Team.
- b) Describing an Increment at Sprint Planning and making sure that the Developers deliver it by the end of the Sprint.
- c) Writing the User Stories so they are comprehensive enough for the stakeholders.
- d) Maximizing the value of the product resulting from the work of the Scrum Team.

- Sprint there are no exceptions; the entire organization must respect a Product Owner's decisions.
- B. Creating and sustaining a Product Backlog that maximizes value and represents the needs of the stakeholders.
 - C. Refining the top level Product Backlog items until they are ready to be handed over to the Development Team.
 - D. Writing the User Stories so they are understandable to stakeholders.

Question 78

- It is mandatory for the Product Owner to monitor and share progress of the Product Backlog by using which method?
- (choose the best answer)
- a) A Product or Release burn-down chart.
 - b) A Value burn-up chart.
 - c) A Gantt chart.
 - d) Any practice based on trends of work completed and upcoming work.
 - e) A Sprint Review acceptance report.

Question 79

- When does a Developer become accountable for the value of a Product Backlog item selected for the Sprint?
- (choose the best answer)
- a) During the Daily Scrum.
 - b) Never. The entire Scrum Team is accountable for creating value every Sprint.
 - c) Whenever a team member can accommodate more work.
 - d) At the Sprint Planning Event.

Question 80

- Adaptation requires regular inspection. In what ways does the Product Owner contribute to the results achieved by inspection?
- (choose the best two answers)
- a) The Product Owner verifies the Sprint Backlog for completeness at the end of Sprint Planning in order to allow the Sprint to start.
 - b) The Product Owner shares the current state of Product Backlog at the Sprint Review, which, combined with the inspection of the Increment, leads to an updated Product Backlog.
 - c) The Product Owner invites stakeholders to the Sprint Review to learn how the current state of the marketplace influences what is the most valuable thing to do next.

- d) The Product Owner inspects the Sprint burn-down at the Daily Scrum for progress towards a complete Increment and re-planning the team's work.

Question 81

- What should Developers do if the Product Owner is unavailable?
- (choose the best answer)
- a) Management should assign a substitute Product Owner to fill in when the Product Owner cannot be there.
 - b) Wait until the Product Owner is available again.
 - c) Ask the Product Owner's manager to decide in the Product Owner's absence.
 - d) Within the Sprint, the Developers make the best decisions possible to assure progress toward the Sprint Goal, re-aligning with the Product Owner once they are available again.

Question 82

- Which of the following activities should a Product Owner never do? Choose the best answer
- A. Allow Stakeholders to talk directly with the Developers
 - B. Set the Sprint Goal for the Developers without consulting them
 - C. Show the Increment to Stakeholders outside of the Sprint Review
 - D. Order the Product Backlog

Question 83

- User satisfaction gap lies in the difference between: (choose the best two answers)
- A. The total market size.
 - B. The current market share of the product.
 - C. The user's desired experience.
 - D. The user's actual experience.

Question 84

John is a new Product Owner and he invites a few stakeholders to the Product Backlog Refinement sessions. The Stakeholders instruct John on what the priorities of the Product Backlog items should be. The stakeholders at this point know more about the

B. No

Question 85

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

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

Question 86

What is TRUE about the Stakeholder's role in Scrum? (choose the best answer)

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

Question 87

Who participates at the Sprint Review? (choose all that apply)

- A. The Organization CEO**
- B. The Developers**
- C. The Key Stakeholders**
- D. The Product Owner**
- E. The Scrum Master**

Question 88

Product A is the main driver of both revenue and profit for your company; it has very happy customers (high Current Value) and low Unrealized Value.

Product B is relatively new; it 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 do you do? (choose the best answer)

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

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 89

What are the most important characteristics of a strategic goal? (choose the best two answers)

- A. It is actionable
- B. It is realistic
- C. It is measurable**
- D. It is specific**

Explanation:

In a complex world, a good goal is specific and measurable but does not need to be actionable, realistic, or time-bound. It should not be assigned to people or a team as performance measures. Goals may change over time as the organization learns more. Organizations must define specific measures that will indicate that the goal is achieved

Question 90

Which of the following statements is true about the Product Vision? (choose the best answer)

- A. It must be completely free from discussions about strategic technology choices.
- B. It is the shared responsibility of the Scrum Team to develop and evolve
- C. It evolves as the Scrum Team learns more about customers and their needs.**
- D. None of the above
- E. All of the above.

Question 91

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)

- B. Focus on identifying and delivering high-value features that will gain more customers and increase revenue.
- C. Suggest cancelling the product and focus on other opportunities as the Unrealized Value is low.

Question 92

While working on the current Sprint, the Developers realized that they overestimated the work, selected too much to finish. Likely, they cannot complete all the selected Product Backlog Items within the Sprint.

What should they do now? (choose the best answer).

- A. Get help from another Scrum Team, establish Knowledge Transfer sessions to spread the knowledge.
- B. Dilute the Definition of Done so that the Team can meet and finish all the required Product Backlog Items
- C. Wait until the Sprint Review to inform the Product Owner.
- D. The Developers needs to collaborate with the Product Owner as soon as possible to remove some Product Backlog Items.**

Question 93

Evidence-Based Management is ...

- A. Mandatory practice for Scrum Masters to apply for a Scrum Team.
- B. A management framework to ensure the delivery of maximum value.
- C. A framework organizations can use to help them measure, manage, and increase the value they derive from their product delivery**
- D. A methodology organization can use to help them m increase the value of their product.
- E. Mandatory practice for Product Owners using Scrum.

Explanation:

It provides a framework for organizations to improve their ability to deliver value in an uncertain world, seeking a path toward strategic goals. Using intentional experimentation and evidence (measures), EBM enables organizations to systematically

Question 94

How can organizations benefit from creating and running experiments? (choose the best answer)

- A. Experiments can help organizations validate assumptions.
- B. Experiments can help organizations determine the feasibility of a goal.
- C. Experiments can help organizations test how effective an improvement is.
- D. None of the above.
- E. All of the above.**
- F. Experiments can help organizations test whether features are delivering value.

Explanation:

In a complex domain, cause and effect can only be deduced in retrospect. Experimentation helps to make unknowns known.

Question 95

Which of the following strategies might help in improving your team's Time to Market ____? (choose the best answer)

- A. Eliminate the need to wait for experts by improving the cross-functional skills of the team members.**
- B. Increase the velocity of your team by adding developers.
- C. Ensure everyone on the team has no scheduling issues in order to maximize their utilization.
- D. Increase the amount of time spent per day working on a product by planning offshore work to "Follow the Clock".

Explanation:

Time to Market.

The organization's ability to quickly deliver new capabilities, services, or products

The following answer don't assure you deliver quickly new capabilities:

- * Increase the velocity of your team by adding developers (incorrect).
- * Ensure everyone on the team has no scheduling issues in order to maximize their utilization.
- * Increase the amount of time spent per day working on a product by planning offshore work to "Follow the Clock".

Question 96

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

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

The CEO Questions Mike, the Product Owner, on the data showing the usage rates. He believes feature usage is not the right measure. You are the Product Owner, you have confirmed that the data is accurate and determine that the data is valuable to the team and product. What should you do? (choose the best answer)

A. False

B. True Continue to measure the usage feature but not publish the data.

C. Continue to measure and publish the data and use it to inform your decisions.

Explanation: Something important that the organization would like to achieve. This goal is so big and far away, with many uncertainties along the journey that the organization must use empiricism. Because the Strategic Goal is aspirational and the path to it is uncertain, the organization needs a series of practical targets called Intermediate Goals. Intermediate Goals are achievements of which will indicate that the organization is on the path to its Strategic Goal. The path to the Intermediate Goal is often still somewhat uncertain, but not completely unknown. Both your goals and your improvement experiments will likely evolve as you learn more about customers, competitors, and your organization's capabilities. Goals can change because of outside events, and your tactics to reach your goals may need to be reconsidered and revised. Was the Intermediate Goal the right goal? Is the Strategic Goal still relevant? If you achieved the Intermediate Goal, you will need to choose a new Intermediate Goal. If you did not achieve it, you will need to decide whether you need to persevere, stop, or pivot toward something new. If your Strategic Goal is no longer relevant, you will need to either adopt it or replace it.

Question 101

Product Vision and Strategy are indicators and motivators for people who perform product delivery.

Which of the following statements are true? (choose all that apply)

A. Description of how the product will generate revenue.

B. Description of how your product will be used to achieve outcomes.

C. Description of how the product competes against others in the market.

D. Description of the product's users and what they want to achieve.

Question 102

What might indicate to a Product Owner that they need to work more with the Scrum Team? (choose the best answer)

A. The increment presented at the Sprint Review does not reflect their expectations.

B. The acceptance criteria for the Product Backlog items do not appear to be complete.

C. They are not working full time with the Scrum Team.

D. People frequently leave the Scrum Team

Question 103

The Product Backlog: (choose the best two answers)

A. only contains items defined by the Product Owner.

B. is visible to the Scrum Team and stakeholders.

C. is ordered by the Product Owner.

D. is managed by the Scrum Master.

E. must be finalized before the first Sprint can start.

F. is only described through User Stories.

Question 104

The Scrum Guide defines that a separate Product Backlog is needed for every _____ (choose the best answer)

A. All of the above.

B. None of the above

C. Product

D. Design Team

E. Portfolio

F. Scrum Team

Question 105

Your organization uses NPS (Net Promoter Score) measures to understand your customers' satisfaction levels. Your team had invested a lot of time and effort creating and delivering a release that included many new product features. After a few months, you see that the NPS score did not improve.

What other measures can help you to better understand this outcome? (choose the best two answers)

A. Market Share

B. Lead Time

Explanation:

Feature Usage Index helps to measure 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.

Lead Time is the amount of time from when an idea is proposed, or a hypothesis is formed until a customer can benefit from that idea. This measure may vary based on customer and product. It is a contributing factor to customer satisfaction.

Question 106

The Product Owner is also accountable for effective Product Backlog management, which includes (choose ALL that apply).

- A. Estimating the size of the Product Backlog Items at the high-level.
- B. Decomposing large Product Backlog Items into workable smaller Product Backlog Items.
- C. Eliminating or reducing dependencies between Product Backlog Items.
- D. Spending time to discuss and review the Product Backlog with stakeholders.
- E. Ordering the Product Backlog.

Question 107

Shelly, a Product Owner, does not have enough time to do all the works she needs and she is now overloaded.

Which approach could help Shelly solve the current issue? (choose the best answer)

- A. Delegate some tasks such as interviewing, writing User Story to the Developers.
- B. All of the above
- C. Ask the manager to hire one more Product Owner so that she can share the workload.
- D. Hire an external Business Analyst in order to spread the workload.

Question 108

As a Product Owner, understanding the Developers's velocity will help you measure time to market and innovation rate.

How does technical debt relate to velocity? (choose the best two answers)

- A. As the Developers are working on new Product Backlog items, they can run into technical debt resulting in an unexpected slow down in velocity
- B. They are not related because technical debt is non-functional and velocity is calculated based on end user functionality.
- C. The Developers can artificially inflate velocity by allowing technical debt to be incurred
- D. Adding estimates to technical debt will allow the Developers to maintain constant velocity therefore ensuring predictability

Question 109

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

- A. True
- B. False

Explanation: All Scrum Team is responsible. If the Definition of Done for an increment is part of the standards of the organization, all Scrum Teams must follow it as a minimum. If it is not an organizational standard, the Scrum Team must create a Definition of Done appropriate for the product.

Question 110

Experiments include which of the following aspects?

- A. Running the experiments
- B. Adapting your goals or your approach based on what you learned
- C. Inspecting results
- D. All of these apply
- E. Forming a hypothesis for improvement.

Explanation: Experiments include all of these aspects. Run experiments that involve forming hypotheses that are intended to advance the organization toward their current Intermediate Goal. As they run these experiments and gather results, they use the evidence they obtain to evaluate their goals and determine their next steps to advance toward these goals. Experimentation Loop. Forming a hypothesis for improvement, Running your experiments, Inspecting your results. Adapting your goals or your approach based on what you learned.

Question 111

Which best describes testing responsibilities in a Development Team? (Choose the best two Answers:)

- A. There should be a testing phase at the end of each Sprint
- B. Ensuring all test cases created at Sprint Planning have been passed
- C. Everyone in the Development Team is responsible for the quality of the product
- D. Scrum recognizes no Tester titles for Development Team members.
- E. Increments must be approved by the Tester before it can be deemed releasable

Explanation:

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

Question 112

Running multiple experiments on the same product at the same time helps to reduce the cost and complexity of testing new ideas.

Explanation:

When you run more than one experiment at once, you will not be able to tell which experiment caused the result you observed. Running multiple experiments on the same product at the same time does not help to reduce the cost and complexity of testing new ideas.

Question 113

You want to know the potential value that your product could, but does not yet, deliver. Which of the following is the most helpful? (choose the best Answers:)

- A. Competitor research and their market shares.
- B. All of the above
- C. Testimonials about why your customers choose your product.
- D. Asking your customers what they like about the product.
- E. Interviewing users who tried your product but did not buy.**
- F. None of the above

Explanation:

Interviewing users who tried your product but did not buy, is a good way to obtain the potential value. Unrealized Value. The potential future value that could be realized if the organization met the needs of all potential customers or users . Looking at Unrealized Value helps an organization to Looking at Unrealized Value helps an organization to maximize the value that it realizes from a product or service over time.

Question 114

User satisfaction gap lies in the difference between (choose the best two Answers:)

- A. The user's actual experience.**
- B. The user's desired experience.**
- C. The current market share of the product.
- D. 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 115

Unrealized Value is measured by a gap between _____ and _____ (choose the best two Answers:).

- A. The total size of the market
- B. The market share
- C. The current experience**
- D. The desired or actual experience**

Explanation:

When customers, users, or clients experience a gap between their current experience and the experience that they would like to have, the difference between the two represents an opportunity; this opportunity is measured by Unrealized Value. Looking at Unrealized Value helps an organization to maximize the value that it realizes from a product or service over time.

Question 116

A benefit of using an agile approach is managing business risk more effectively.

- A. Flase
- B. True**

Explanation:

Unmanaged risk can reduce the long-term ability of an organization to deliver value to its customers

Question 117

Experimentation can help a Product Owner to (Select all that apply)

- A. Decide whether we should invest and build something**
- B. Have complete certainty as to the future success of a Product
- C. Reduce waste**
- D. Understand Product / Market fit and if we can create a business around a Product**

Explanation:

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

Question 118

A "cone of uncertainty" can be used to do what? (choose the best Answers:)

- A. Visualize the uncertainty of the potential value that a scrum Team delivers over time**
- B. Rapidly identify and prioritize all uncertainties.
- C. Represent the relative level of difficult for predicting the velocity of individual team members.

Explanation: Uncertainty describes the evolution of the amount of best case uncertainty during a project. At the beginning of a project, Market Potential is an example of Unrealized Value. Measures value that could be realized by meeting all potential needs of the customer or user. Represents the satisfaction gap between a beneficiary's estimates and their current experience. The potential future value that could be realized if the information is learned about the project, and the uncertainty then tends to decrease, reaching 0% when organization met the needs of all potential customers or users.

Question 120

Question 119
Your product is used by businesses of various sizes. A very large company, that is interested in your product, would like a set of features implemented if they were to purchase your product. As a customer, this company would significantly increase your revenue. They also tell you that the features would improve your product and would win more customers. The requested features will be expensive and require extensive redesign. Also, you have not heard any similar feedback from any other customers or leads. What is the most appropriate action? (choose the best Answers:)

- A. Device workarounds that will satisfy request without needing a product redesign.
- B. Create experiments to better understand their needs and possible alternatives.**
- C. Implement the features in line with the request as they are an influential customer.
- D. Perform market research to evaluate the demand for the features with in the broader market.

Explanation:

Forming a hypothesis for improvement, Running your experiments, Inspecting your results. Adapting your goals or your approach based on what you learned. Run experiments that involve forming hypotheses that are intended to advance the organization toward their current Intermediate Goal. As they run these experiments and gather results, they use the evidence they obtain to evaluate their goals and determine their next steps to advance toward these goals

Question 121

An organisation has a large number of products and is unsure about how to allocate funding across the products. Which of the following is the best way for them to proceed?

- A. Small incremental changes and the right measures can help us decide where best to allocate funds.

- B. Let the Finance Director decide.

- C. Fund small incremental changes for each product and measure outcomes and repeat

- D. Allocate funding equally across all products

- E. Allocate funding evenly based on the revenue share for each product

Explanation:

Small Incremental changes and the right measures can help us decide where best to allocate funds

Question 122

Which two statements are correct when four teams are working on one single product?

- A. There can be only one Product Owner.
- B. There can be 4 Product Owners.
- C. There is only one Definition of Done.
- D. There can be 4 Product Backlogs.
- E. There can be only one Product Backlog.

Question 123

Which of the following should not be changed during a Sprint?

- A. Product Backlog.
- B. Definition of Done.
- C. The Sprint Backlog

Question 124

The Sprint Review is considered as a "formal meeting".

- A. False

- B. True

Explanation:

Be careful with the word "formal". Scrum.org uses the word "formal" in two different ways

1. "formal opportunities" for inspecting and adapting - this means a serious opportunity -> all Scrum Events are formal opportunity for inspecting and adapting.

2. A "formal meeting" - a meeting where people approve something and exchange signatures -> no Scrum Event is a formal meeting.

Question 125

- A. The Project Manager
- B. The Requirements Engineer
- C. The Product Owner
- D. The Scrum Master
- E. The Developer

Question 126**Which of the following is correct about the Product Vision?**

- A. It is an old concept and overall not recommended.
- B. It gives an overall direction to all Sprints, makes it easier to prioritize Product Backlog items and helps the team to stay focused.
- C. It helps the Product Owner to decide when the product is releasable.

Question 127**Which two statements about the Development Team are correct?**

- A. The Development Team owns the Definition of Done.
- B. The Development Team decides when to do the next release.
- C. The Development Team is self-organized.
- D. The Development Team is not allowed to help the Product Owner managing the Product Backlog

Question 128**. What is the main reason for the Product Owner to be part of the Daily Scrum?**

- A. To track the progress of the Project.
- B. It is not required for the Product Owner to participate.
- C. To assign the Developers the daily tasks.

Question 129**Which 3 of the following are time boxed Scrum events?**

- A. Sprint Review
- B. Daily Scrum
- C. Sprint Planning
- D. Sprint Refinement

Question 130**What does a burn-down chart measure in a project?**

- A. Business value delivered by the team.
- B. Budget remaining across time.
- C. Work remaining across time.

Question 131**Scrum can only be used to develop products, not to maintain/sustain existing ones.**

- A. False
- B. True

Question 132**How should the Development team react, when they realize that they have overcommitted themselves in a Sprint?**

- A. They should ask the Scrum Master to cancel the Sprint.
- B. They should keep this information to themselves until the next Sprint Review.
- C. They should collaborate with the Product Owner and decide together how to adjust the Sprint Backlog.

Question 133**Which of the following are mandatory in Scrum?**

- A. Do Sprint Plannings.
- B. Do Daily Scrums.
- C. Use User Stories.
- D. Have a Product Owner.
- E. Use Story Points.

Question 134**More Velocity means more Value!**

- A. False
- B. True

Question 135**Which two of the following services are expected from a Scrum Master to a Product Owner.**

- C. The Scrum Master should remove impediments for the Scrum Team (incl. Product Owner).
D. The Scrum Master should help the Product Owner to do the documentation

Question 136

Which of the following are Scrum Values?

- A. Commitment
- B. Collaboration
- C. Courage
- D. Openness
- E. Inspection
- F. Maximize Value
- G. Focus
- H. Respect

Question 137

Which statement is not correct about the Scrum Daily?

- A. The developers have to participate in the meeting.
- B. It is a time boxed event (15 min).
- C. It is moderated by the Product Owner.
- D. It should be held at the same time and place.

Question 138

Which of the following are not required by Scrum?

- A. Using User Stories.
- B. Have a Sprint Backlog.
- C. Have a Product Owner.
- D. Using the concept of Story Points.
- E. Answering the "three Questions" in the Daily Scrums.
- F. Having time boxed Scrum Events.

Question 139

Which of the following describes best the Sprint Review?

- A. It is a formal meeting to receive the approval for the work that was done.
- B. It is a meeting to do the controlling and evaluation in regards to the developers work.
- C. It is a meeting for the inspection of the Increment and to collect feedback.

Explanation:

Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed.

Question 140

- Which Scrum accountability (role = outdated term) is responsible to do all the work required to turn Product Backlog in potentially releasable items?
- A. The Project Manager.
 - B. The Business Analyst.
 - C. The Stakeholders.
 - D. The Development Team

Question 141

The Scrum Master can decide which Scrum Artifacts are required in the Scrum project.

- A. False
- B. True

Question 142

which of the following best describes the Scrum Pillar "Transparency"?

- A. Significant aspect of the process must be visible to those responsible for the outcome.
- B. The process should be visible to the key stakeholders.
- C. The whole process should be visible to everyone.

Question 143

- What is the main accountability (roles = outdated term) of a Project Manager in Scrum?
- A. Managing Risks.
 - B. Supporting the Product Owner.
 - C. There are no Project Managers in Scrum.
 - D. Tracking the progress of a Release

Question 144

Which 2 of the following are an indication for an item to be ready for development _____?

- A. The item is refined and small enough to fit in one Sprint.

Of the following instances of a Product Owner, which are considered preferred? (Select all that apply.)

- A. The Collaborator

Question 145

- B. The Decision Maker

Which statement about the Product Backlog is correct?

- C. The Scrum Master is responsible for managing the Product Backlog.

B. The Product Owner is responsible for managing the Product Backlog.

- D. The Story Writer

C. The Product Backlog must only contain small, detailed and clearly described items.

- E. The Visionary

Question 146

Question 148

Which of the following measures may be helpful in identifying an organization's improvement potential regarding ability to respond to change? (Select all that apply.)

- A. Cycle time

- B. Technical Debt

- C. Velocity

- D. Revenue per employee

Question 149

Which of the following is a benefit of applying Scrum? (Select the best answer.)

- A. Ensuring on-time and in-scope delivery.

- B. Managing risk.

- C. All provided answers are correct..

- D. Increasing team velocity.

- E. Managing team member utilization.

Question 150

Which of the following measurements may help in understanding why a release is failing to generate the expected revenue?

(Select the best answer.)

- A. Usage Index

- B. Release Frequency

- C. Innovation Rate

- D. Lead Time

Question 151

Which of the following is a desired outcome of applying Evidence-Based Management (EBM)? (Select the best answer.)

- A. Identifying low performing teams and decide on training strategies.

- B. Improving the Development Team's velocity and predictability.

- C. Measuring team progress against the predefined project plan.

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

Question 152

Given the current velocity of the Development Team, the Product Owner projects the remaining items to be completed within six Sprints. Will the project deliver the desired impact after these six Sprints? (Select the best answer.)

- A. No

- B. Yes

- C. We do not know.

Question 153

Which of the following can help understand the market potential of a product? (Select the best answer.)

- A. Net Promoter Score (NPS)

- B. Market Share trends

- C. Revenue trends

- D. Usage Index

- E. All provided answers are correct.

Question 154

Which Key Value Areas (KVA) should you focus on if your recent releases have mostly consisted of minor changes and bug fixes? (Select the best two answers.)

- C. Time to Market
- D. Current Value

Question 155

Business value improvement is a desired outcome of adopting Scrum.

- A. TRUE
- B. FALSE

Question 156

To seize a newly emerged market opportunity, value delivery has to speed up at least temporarily.

Managers are proposing mandatory overtime, others adding new freelance staff, yet others lowering the definition of "Done".

What is the most appropriate action to take in this situation? (Select the best answer.)

- A. All provided answers are correct..
- B. Analyze the entire production process and identify bottlenecks slowing value delivery down. Do this using Value Stream Mapping (VSM).

- C. Work with HR to increase the number of staff.
- D. Analyze and optimize the Development Team's utilization rates.
- E. Let management mandate overtime but let them define a duration.

Question 157

Direct interaction with the customers of the product is an effective way for the Product Owner to assess value.

- A. TRUE
- B. FALSE

Question 158

Which of the following actions can improve your organization's Ability to Innovate (A2I)? (Select the best answer.)

- A. Co-locating the team members.
- B. All provided answers are correct..
- C. Setting days where there are no meetings outside of the Scrum events. Defining days where no meetings may take place. (Scrum events excluded)
- D. Ensuring your teams' cross-functionality of skills.

Question 159

Which of the following describes a desired and realistic outcome of adopting Scrum? (Select the best answer.)

- A. Maximization of predictability.
- B. Elimination of business risk exposure.
- C. All provided answers are correct..
- D. Decrease in non-value-adding waste.

Question 160

Upper management approaches you for advice on the following situation: Two Products, A and B, are in different markets.

Product A generates high earnings for your organization and has a high ROI. The Current Value (CV) is high, but the

Unrealized Value (UV) is low. Product B is new, has low Current Value (CV) but high Unrealized Value (UV).

The Product Owner of both products compete for funding for further development. What is the best advice to give to the management? (Select the best answer.)

- A. Split the funding 50/50.
- B. Split the funding based on revenue and ROI.
- C. Invest significantly more in Product A, as it is the flagship product of your organization.
- D. Invest significantly more in Product B, as it holds more opportunities for your organization.

Question 161

Which of the following is the best measure of whether an agile transformation is effective or not? (Select the best answer.)

- A. The number of on-time, on-budget, and on-scope projects.
- B. The number of Scrum Teams.
- C. Average team velocity.
- D. All provided answers are correct..
- E. Customer outcomes.

Question 162

Your product is the market leader in its field and you are constantly releasing new features. Customers have noted recently that they cannot adopt the new features as fast as they are being delivered. At the same time your Development Team has noted that the level of technical debt has been rising. What is the best approach in this situation? (Select the best answer.)

- A. Invest time in reducing technical debt. Doing so is not unreasonably risky at the moment and it will lead to more long term

Question 163

What can help you improve product viability and business value? (Select the best answer.)

- A. Monitoring Development Team member utilization.
- B. Improving the predictability of Development Team velocity.
- C. Ensuring no changes are made after project plan approval.
- D. **Using Evidence-Based Management.**

Question 164

Which Key Value Area (KVA) is impacted by the Development Team members' need to switch between tasks and the frequency of them being interrupted? (Select the best answer.)

- A. **Ability to Innovate**
- B. Current Value
- C. Unrealized Value
- D. Time to Market

Question 165

Product A has a high user satisfaction score and high market share.

Product B has a low user satisfaction score and low market share, but also few competitors with significant market share in the growing market. Considering the two products are in two different markets, which product should receive more funding for further development. (Select the best answer.)

- A. Product A
- B. **Product B**

Question 166

Which Key Value Area (KVA) is impacted by the need to support multiple versions of a product, which requires significant time. (Select the best answer.)

- A. Cycle Time
- B. All provided answers are correct.
- C. **Ability to Innovation**
- D. Velocity
- E. Revenue per Employee

Question 167

Which statement best describes the Key Value Area of Current Value (CV)? (Select the best answer.)

- A. It seeks to quantify the organization's ability to deliver new capabilities, products or services quickly.
- B. It seeks to quantify the potential future value the organization could realize by meeting the needs of all potential customers perfectly.
- C. **It seeks to quantify the value that the product is delivering to customers as this point.**
- D. It seeks to quantify the ability to deliver new capabilities that may more closely match the needs of the customer.

Question 168

Which statement best describes the Sprint Review? (Select the best answer.)

- A. An inspection of all of the work done in the Sprint by the Development Team.
- B. A demonstration of functionality completed in the Sprint.
- C. An opportunity for the Product Owner to evaluate the results of the Development Team.
- D. **An opportunity to inspect the Increment and adapt the Product Backlog.**

Question 169

Paul the Product Owner notices sales of his product declining. He also learns that the competitor's product is increasing in sales. Which Key Value Area (KVA) can assist Paul to analyze the situation and decide on next steps? (Select the best two answers.)

- A. Ability to Innovate
- B. Time to Market
- C. **Current Value**
- D. **Unrealized Value**

Question 170

How is the role of the Product Owner affected when scaling Scrum? (Select all that apply.)

- A. There may be multiple Product Owners.
- B. **Each Product must have a Product Owner. One Product Owner may own multiple products.**
- C. **The Product Owner role can be scaled through delegation of responsibilities to the Development Team.**
- D. **There is only one Product Backlog for each Product.**

Question 171

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.

- A. **Leading**
B. Team B

Question 173
C. It's not possible to determine that with the data provided.
The Product Owner has the final decision on whether or not an Increment is "Done".

Question 174

How can the use of assist in making product decisions? (Select the best answer.)

- C. They help understand the needs of customers.
D. They are useful in formulating a hypothesis about expected value.
E. **All provided answers are correct.**
F. They can help understand market potential.

Question 175

After Sprint Planning, Product Owner finds that it makes sense to develop a new functionality. (choose the best option)

- A. Developers will add that to the Sprint Backlog.
B. Developers can review that for selection in the next Sprint.
C. Developers can swap existing functionality for the new functionality.
D. **Developers can create a technical spike & pull this to the current sprint.**

Explanation: Product Owner can't introduce new functionality in the middle of the Sprint unless developers get more capacity to work and they mutually agree to take this in. After the Product Owner adding the new functionality and ordering it to be on the top of the Product Backlog, developers can review that for selection in the next Sprint Planning.

Question 176

A Product Owner is also knowledgeable on technology. In addition to product requirements, they also impose some technical conditions that the product should meet. These conditions must be added to (choose the best option)

- A. Product Backlog
B. Sprint Backlog
C. **Definition of Done**
D. Sprint Goal

Explanation: The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. Every Product Backlog item should be about the product need that carries business value. The condition that product Owner brings here is about technical constraint. So, it should be added to the Definition of "Done".

Question 177

Which of the following are Scrum Artifacts? (choose all options that apply)

- A. Product Goal.
B. Increment.
C. Sprint Backlog.
D. **Product Backlog.**
E. Sprint Goal.

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

Question 178

Empiricism provides (choose the best three options)

- A. Frequent opportunities to get information using which uncertainty can be completely eliminated.
B. Frequent opportunities to discuss different possibilities.
C. Frequent opportunities to make informed decisions, thus reducing risk.
D. **Frequent opportunities to continuous improvement, the ability to adapt based on the results of the inspection.**

Explanation: Empiricism is an alternative to waterfall to manage complexity and uncertainty. In waterfall, the risk of uncertainty accumulates over long cycles. The risk is reduced by the empiricism approach because it provides frequent feedback and course correction points. These points are where more information may be available to view different possibilities and make informed decisions. However, empiricism does not completely eliminate uncertainty. Three Pillars of Empiricism Transparency, Inspection & Adaptation.

Question 179

In the middle of the Sprint, Developers find that they have more room for additional work. They decide to change the

- B. Scrum Master
- C. Developers.
- D. Product Owner.**
- E. Scrum Team.

Explanation: Nobody can change the Sprint Backlog other than developers. So Developers should be present. Product Owner is responsible for optimizing the value of developer's work and is needed to explain the content of the Product Backlog, and give mutual consent on the next work. Product Owner is accountable for Product Backlog and prioritizing product backlog items. So the Product Owner also needs to be present.

Question 180

Non-functional requirements of the product such as performance, security, etc., can be captured by (choose the best two options)

- A. Writing a separate document capturing the requirements and add as appendix to Product Backlog.
- B. Adding them to Product Backlog with Product Owner's consent and collaborate to estimate and order them.**
- C. Adding them to Definition of "Done" and make the Product Owner aware of them.
- D. Waiting until the decision of Product Owner to release the Increment. Then, build the non-functional requirements for stabilization.

Explanation: Adding them to Product Backlog with Product Owner's consent and collaborate to estimate and order them & Adding them to Definition of "Done" and make the Product Owner aware of them.

Question 181

Mark is a product owner for a scrum team. He wants to get some additional product backlog items added to the current sprint backlog. Sprint planning has already happened, what should Mark do? (choose the best option)

- A. Mark should bring it up at a daily scrum meeting and discuss it with developers; adding additional time to the daily scrum if needed.
- B. Mark should hold a separate meeting with developers and discuss the options of adding some additional items; developers can consider the possibility and may be able to accommodate the additional work.**
- C. Mark should just add the items to the sprint backlog, the self-managing Developers will figure out the best way to accommodate the additional work.
- D. Mark should consult with the scrum master; the scrum master will make the final call as to whether the work will be added to the current sprint.

Explanation: The Sprint Backlog makes visible all the work that developers identifies as necessary to meet the Sprint Goal. . Developers modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as developers works through the plan and learns more about the work needed to achieve the Sprint Goal. As new work is required, developers adds it to the Sprint Backlog. As work is performed or completed, the estimated remaining work is updated. When elements of the plan are deemed unnecessary, they are removed. Only developers can change its Sprint Backlog during a Sprint. So Mark should discuss with Developers for the possibility of accommodating this additional work.

Question 182

Scrum Teams are self-managed and cross-functional. How time-boxing promotes self-management? (choose all options that apply).

- A. Time-box does not allow enough time for stringent processes or meeting overhead.
- B. Time-box eliminates complexity due to organizational hierarchy.
- C. Time-box enables Scrum Team to determine the need for overtime as a percentage of the time-box.
- D. Time-box helps everyone to focus on the same problem at the same time.**
- E. Time-box encourages team members who are closest to the problem to create the best possible solution in the time allotted.**

Explanation: Time-boxes help everyone focus on the same problem at the same time. Also, it encourages the people who are closest to the problem to create the best possible result in the time allotted, given the current context.

Question 183

Definition of Done may vary significantly per Scrum Team but how does Definition of Done help the Scrum Team? (choose all options that apply).

- A. Definition of Done is used to assess the quality measures required when work is complete on the product Increment.**
- B. Definition of Done guides developers to decide how many Product Backlog items can be selected during Sprint Planning.**
- C. Definition of Done ensures artifact transparency by providing everyone a shared understanding of what work was completed as part of the Increment.**
- D. Definition of Done helps in inspection and adaptation by providing cadence in the form of its scrum events.
- E. Definition of Done helps to calculate the velocity of the Scrum Team which helps the team to forecast the upcoming work in the future sprint.

Explanation: The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The moment a Product Backlog item meets the Definition of Done, an Increment is born.

Definition of Done is used to assess when work is complete on the product Increment. Guides developers in knowing how many Product Backlog items it can select during Sprint Planning.

Definition of Done ensures artifact transparency by providing everyone a shared understanding of what work was completed as part of the Increment.

Rest two options are incorrect as to help with inspection, Scrum provides cadence in the form of its five events. Definition of Done is not related to velocity, doesn't help in forecasting work for the future sprint.

Question 184

The Product Owner wants to apply a few security and performance-related non-functional requirements to the Product. What is the recommended way to add these NFR so that it can be delivered and implemented on time? (choose the best option).

- A. Find a way to convert security and performance-related NFRs into Product features and add to the sprint backlog.
- B. Add the security and performance-related NFRs to the Definition of Done and verify every Increment against these criteria.**
- C. Create a new user story for every requirement in the Product Backlog & pass this to security and performance team.

Explanation: Non-functional requirements describe qualities of the Product being developed. For example, the Product should be secure and extensible. The only way to meet such requirements is to have them as a part of the Definition of Done and check every Increment against these criteria.

Question 185

James is a product owner for a scrum team. The customer has expressed concerns about releasing new software after every sprint. What should James do? (choose the best option)

- A. An increment must be released after a sprint, James should insist on longer sprints to meet the customers longer release cycle.
- B. An increment only needs to be potentially releasable, James may hold back several increments and work with the customer on a release schedule that fits their needs.
- C. James should ask the scrum master to put together a release planning meeting to help convince the customer of the value of incremental release.
- D. An increment must be released after a sprint, James should explain to the customer what scrum is and how scrum handles releases.

Explanation: The Increment is the sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints. At the end of a Sprint, the new Increment must be "Done," which means it must be in useable condition and meet the Scrum Team's definition of "Done. The increment must be in useable condition regardless of whether the Product Owner decides to release it.

Question 186

The Scrum Team gathers for Sprint Planning meeting. The Product Owner has some stories but the team finds that stories do not provide enough information to make forecast. The immediate next best thing to do is (choose the best option)

- A. The Scrum Master cancels the Sprint.
- B. Developers proceed with starting with whatever is known.
- C. Developers make it transparent that they cannot make a forecast.
- D. The Scrum Team discusses the root cause in the retrospective.

Explanation: For the Sprint to begin, there are no pre-conditions except a Scrum Team and a Product Backlog with enough business ideas for the Sprint. It is good practice to have a sufficient number of Product Backlog items "Ready" to be selected for the Sprint. If the Product Backlog is not clear at Sprint Planning, developers will have difficulty creating a forecast of the Sprint work. The team needs to make it transparent and works with the Product Owner to refine them within the Sprint Planning. As soon as possible, Scrum Master can also coach the Product Owner on improving this, for example by having regular "backlog refinement sessions". Discussing the root cause in the retrospective is also correct, but the Questionasks about the "immediate next" step.

Question 187

What is "Progressive Elaboration" (choose the best option)

- A. In the pre-project stage, it is the act of working to understand requirements of the product.
- B. The act of waiting for details to randomly emerge and completing the tasks once that occurs.
- C. Shu-Ha-Ri - it is in the Shu stage when one is just beginning to learn something new; over time they progressively learn and understand more.
- D. As the project progresses, details will emerge in greater and greater clarity until they are able to be understood to a sufficient level to complete the needed work.

Explanation: As the project progresses, details will emerge in greater and greater clarity until they are able to be understood to a sufficient level to complete the needed work

Question 188

Identify the focus areas that are not considered in executing Value-Driven Development by the Product Owner? (choose all options that apply).

- A. Removal of impediments hindering Developer's progress.
- B. Lead Facilitator of Key Stakeholder Involvement during the sprint.
- C. Coach of the team members in self-management and cross-functionality.
- D. Product Release Decision Maker.
- E. Product Value Maximizer.
- F. Helping the Scrum Team focus on creating high-value Increments that meet the Definition of Done.

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

Product Value Maximizer

Product Visionary

Product Marketplace Expert

Product Release Decision Maker

Lead Facilitator of Key Stakeholder Involvement

Other Product Owner role Considerations

Removal of impediments, coach the team in self-management and cross-functionality & Helping the Scrum Team focus on creating high-value Increments are the responsibilities of the Scrum Master.

Question 189

Which of the following option is not an Agile Manifesto value or principle regarding communication? (choose the best option).

- A. Customer collaboration over contract negotiation.
- B. Delivering working software frequently.
- C. Individuals and interactions over processes and tools.
- D. Face-to-face communication whenever possible.

Explanation: Delivering working software frequently is not an Agile Manifesto value or principle regarding communication. Rest all options are related to the Agile Manifesto value or principle regarding communication.

Explanation: Product users are the most important stakeholders & the utmost priority of the Product Owner is to maximize the value of the product.

- B. In the Product Burn-down Chart, the Sprints are shown on the x-axis. In the Sprint Burndown Chart, the days of the Sprint are shown on the x-axis.

Question 193 In the Product Burn-down Chart, the Sprints are shown on the y-axis. In the Sprint Burndown Chart, the days are shown on the y-axis. During a sprint, it was found that the work scheduled for the sprint is more than was estimated during Sprint Planning & few items in the Sprint Backlog cannot be finished by the end of the Sprint. In this situation, it is ok to cancel the Sprint? the number of tasks is shown on the x-axis.

Explanation: For both the Product Burn-down Chart and the Sprint Burn-down Chart, the y-axis always represents the work remaining. Note that the "number of work items (tasks)" is different from the "amount of work."

- A. True
B. False

Explanation: The Sprint Goal is created during the Sprint Planning event and then added to the Sprint Backlog. As the Developers work during the Sprint, they keep the Sprint Goal in mind. If the work turns out to be different than they expected, they collaborate with the Product Owner to negotiate the scope of the Sprint Backlog within the Sprint without affecting the Sprint Goal.

The Sprint is canceled only in the case if the Sprint Goal became obsolete. If some work could not be done doesn't mean the sprint goal is obsolete, in this scenario developers collaborate with the Product Owner to negotiate the scope of the Sprint Backlog within the Sprint without affecting the Sprint Goal.

Question 194

Sam is a developer within a scrum team. Sam believes that top item in the product backlog is not very clear. He asks the other Developers if they understand it. They have expressed to Sam that it does seem unclear and they are not able to help. What should Sam do? (choose the best option)

- A. Sam should discuss his concerns with the product owner; if the product owner is unable to clarify then the item should not be chosen for the current sprint until the item can be clarified.
B. Sam should let the item be included in the current sprint and do what he can; bringing up his Questions about the item during the sprint review.

- C. Sam should just work on the item for the current sprint and hope that his Questions get answered through progressive elaboration.
D. Sam should do nothing; the product backlog is the responsibility of the product owner and the clarity of the item is not his concern.

Explanation: The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.

So Sam should discuss his concerns with the product owner; if the product owner is unable to clarify then the item should not be chosen for the current sprint until the item can be clarified.

Question 195

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software is an Agile Principle. Which scrum practice helps the most in achieving this Agile objective? (choose the best option).

- A. Daily Scrum.
B. Sprint
C. Release Planning.
D. Sprint Planning.
E. Sprint Review.

Explanation: Sprint: Short Sprint Cycles. Having shorter sprints would enable teams to deliver early and the cycle of such deliveries would make it continuous delivery to the customer. Sprint planning is there irrespective of the sprint period.

Question 196

Mark is a product owner for a scrum team. He decides for each sprint what items will go into the sprint backlog during sprint planning. He is growing increasingly frustrated with developers not able to complete the task items he has chosen for the sprint. What should Mark do to help developers reach the sprint goal? (choose the best option)

- A. Mark should work with the scrum master to find a resolution to this issue.
B. Mark should encourage developers to work more hours, spending weekends if necessary working towards completing the sprint goal.
C. Mark should work more closely with developers; items should not be added to the sprint backlog unless developers can commit to completing the items within the sprint.

different than developers expected, they collaborate with the Product Owner to negotiate the scope of Sprint Backlog within the Sprint. So Mark should work more closely with developers; items should not be added to the sprint backlog unless developers can commit to completing the items within the sprint.

Question 197

Scrum artifacts represent work or value to provide transparency and opportunities for inspection and adaptation. Define the Sprint Backlog? (choose the best option).

- A. The Product Backlog items selected for the Sprint during Sprint Planning.
- B. The Product Backlog items selected for the Sprint plus a plan for delivering the product Increment and realizing the Sprint Goal.
- C. The Product Backlog items selected for the Sprint plus a set of Developers internal tasks.
- D. It is a superset of Product backlog including detailed tasks and acceptance test criteria.

Explanation: The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how). The Sprint Backlog is a plan by and for the Developers. It is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal.

Question 198

The Product Owner should communicate all of the marketplace knowledge & ever-changing landscape, environment to the Scrum Team. What is the best way for a Product Owner to communicate this to the Scrum Team (choose all options that apply)?

- A. During Product Backlog Refinement.
- B. During Sprint Retrospectives.
- C. During Daily Scrums.
- D. During Sprint Review.

Explanation: The Product Owner communicates all of this marketplace knowledge to the Scrum Team through daily ad-hoc interactions as well as Product Backlog Refinement and in Sprint Reviews. During Product Backlog Refinement Product owner creates and clearly communicate Product Backlog items along with Product Goal. During Sprint review the Product Backlog may also be adjusted to meet new opportunities.

Sprint Retrospective & Daily Scrum are not the right forum to discuss this as Daily Scrum is for Developers & Sprint Retrospective is for inspecting the scrum team and create a plan for improvements to be enacted during the next Sprint.

Question 199

Which statement can be considered an Increment? (choose the best option)

- A. A UML diagram that describes the functionalities in the future Sprints.
- B. A user interface layout designed for the software.
- C. The sum of all the Product Backlog items completed during the Sprint and the value of the increments of all previous Sprints.
- D. The sum of all the Product Backlog items completed during the Sprint.

Explanation: An Increment is a concrete stepping stone toward the Product Goal. Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together. In order to provide value, the Increment must be usable.

The user interface layout/UML diagram evolves throughout the project, as the database architecture and other similar things. They are all part of functional features, rather than separate ones. The increment is current and additive to all prior Increments.

Question 200

True or False, a Product Backlog Item can be re-estimated, reordered, modified but they can never be removed from Product Backlog?

- A. True
- B. False

Explanation: A Product Backlog Item, if discovered as very low in value and not relevant, needs to be removed. Purging the unnecessary items actually helps to reduce the complexity of Product Backlog. Also, the "done" items are continuously removed as well.

Question 201

Who tracks the total work remaining in the Sprint Backlog so that likelihood of achieving the Sprint Goal can be projected? (choose the best option).

- A. The Product Owner.
- B. The Developers.
- C. The Scrum Team.
- D. The Scrum Master.
- E. The Product Owner and the Developers.

Explanation: The Sprint Backlog is composed of the Sprint Goal (why), the set of Product Backlog items selected for the Sprint (what), as well as an actionable plan for delivering the Increment (how).

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

Question 202

Which statement describes the meaning of Agile Manifesto value "customer collaboration over contract negotiation"?

(choose the best option)

- A. Agile approaches encourage you not to focus too much on negotiating contracts, since most vendors are just out for themselves anyway.
- B. Agile approaches focus on what we are trying to build with our vendors, rather than debating the details of contract terms.
- C. Agile approaches prefer not to use contracts, unless absolutely necessary because they hamper the ability to respond to change requests.
- D. Agile approaches recommend that you only collaborate with vendors who are using Agile processes themselves.

Explanation: The Agile Manifesto value "customer collaboration over contract negotiation" means that Agile approaches focus on what we are trying to build with our vendors, rather than on debating the details of contract terms. Not to focus too much on negotiating contracts, not to use contracts, and only collaborate with vendors are all wrong.

Question 203

True or False, The Sprint Backlog is created with a collaborative effort during the Sprint Planning. It is prohibited to add new work into the Sprint Backlog later by the Developers.

- A. True
- B. False

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

Question 204

The Product Owner should communicate all of the marketplace knowledge & ever-changing landscape/environment to the Scrum Team. Who should do the preliminary work of gathering the marketplace data for the Product Owner? (choose the best option).

- A. The Scrum Master.
- B. It does not matter who does the preliminary work.
- C. The Key Stakeholders.
- D. The Product Owner.

Explanation: The Product Owner may or may not be the one doing the legwork of gathering the marketplace data, he/she may delegate the responsibility to others but the Product Owner should definitely be aware of said data/research.

Question 205

What is the cone of uncertainty? (choose the best option)

- A. It is a way to track the risks of a project; overtime; as time passes risks should be dealt with and the number of risks decrease - creating a cone shape overtime.
- B. It is another name for a burn-down chart, tracking the progress of the project over time - creating a cone shape over time.
- C. It represents the pre-project stage when you are uncertain that your project will be approved; as discovery of requirements proceeds you become more or less certain that your project will be approved - creating a cone shape overtime.
- D. In the early stages of a project, very little is known about the product; as time goes knowledge of the product should increase - creating a cone shape over time.

Explanation: The Cone of Uncertainty, shows at the beginning of any project how long a project is going to take. Uncertainty not only decreases over time passing, but it also diminishes its impact by risk management, specifically by decision-making. At the beginning of a project, comparatively little is known about the product or work results, and so estimates are subject to large uncertainty.

Question 206

Product Owner can use what measures to track the true value being delivered (choose the best two options)

- A. Code Quality
- B. Customer Satisfaction
- C. Test Automation
- D. Cycle Time

Explanation: Customer Satisfaction and Cycle Time are the key measures to track the true deliver value. EBMgt Guide says "Over the past two decades, many organizations have built software through the Scrum framework and the application of agile principles. Consequently, management efforts in software organizations often focus directly on the practices used rather than the outcomes produced. Managers in software organizations often seek to answer questions such as: "is build automation present?", "what is the quality of the code", "are developers integrating the code frequently", etc. While the answers to these questions may be interesting, unfortunately they are irrelevant to organizational value. Monitoring only the direct use of practices does not provide the best evidence of their effectiveness. For instance, tracking a Development Team's velocity is irrelevant to a Product Owner who is responsible for maximizing the value of the product."

Question 207

What investment options should be considered for Products A and B, based on the fact that Product A has a larger target market but lower customer satisfaction, while Product B currently generates more revenue? (choose the best answer)

- A. Continuously assess the impact of new investments and marketing for both products.
- B. Invest in Product A to boost its market share, customer satisfaction, and revenue.

Question: Based on the information provided, you should consider investing in Product A to increase its market share, customizing the product, and stakeholders Product A as you prioritize their needs and product functionality to be added. This potential to product to a larger decision in the longer term. Additionally, it shows that Product A has the most satisfaction with Product B at the present time, which may lead to increased revenue for Product A.

Rest All options are Value Stream Map to show how long it takes you, as a Product Owner, to make decisions and the effect it has on providing value to consumers.

Concluding, working with the Scrum Master to estimate and prioritize the backlog for both products. This is not the most effective strategy based on the information provided. While it is always a good idea to measure the impact of new investments and work in progress with the stakeholders and translating their requirements into Product A. Product Backlog items are unique and smaller market addition of a Business Analyst to the team).

- D. Make sure there is transparency and alignment with the Product Owner's areas of decision-making and assist everyone to understand your responsibilities and accountabilities.
- E. Add requests from stakeholders to a different list. To ensure that the item(s) from the stakeholder is included in every sprint, synchronize the list with 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.

Creating a Value Stream Map: Creating a Value Stream Map is a valuable tool for understanding and improving the flow of value through a process, it is an effective approach for addressing the specific problem of slow decision-making by the Product Owner. It can be used to understand how the product development process is working and how you can improve it which will help you to address the root causes of the slow decision-making. Also, 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.

Working with the Scrum Master: A Scrum Master is responsible for coaching the team and organization on Scrum values, practices, and rules. They can help the company understand the role of the Product Owner, the importance of clear decision-making, and how to create an environment that supports Scrum. This will help the company to be more effective in delivering value to users.

Transparency and alignment: It's important for everyone to understand the Product Owner's decision-making areas and what they are responsible and accountable for. This can help to reduce confusion and ensure that the team is working on the most important items. This will also improve the company's ability to deliver value to users.

Rest all of the options are incorrect as

To assist you in working with the stakeholders and translating their requirements into Product Backlog items, request the addition of a Business Analyst to the team: There is no Business Analyst role in the scrum and this is not addressing the root cause. The stakeholders are adding priorities to their requests.

Add requests from stakeholders to a different list. To ensure that the item(s) from the stakeholder is included in every sprint, synchronize the list with the product backlog: This approach may not be effective in ensuring that the most important items are being worked on, and it may not align with the Scrum framework. In Scrum, the Product Backlog is the single source of requirements for any changes to be made to the product and it's the responsibility of the Product Owner to prioritize the backlog items. Adding a separate list may create confusion, delay decision-making, and may not be aligned with the Scrum framework.

Question 210

What would be the most compelling reason to decrease investment in a product? (choose the best option)

- A. When the Unrealized Value is very low.
- B. When the Current Value is very low.
- C. When the Current Value is very high.
- D. When the Unrealized value is very high.
- E. None of the above.

Explanation: Unrealized Value: The potential future value that could be realized if the organization met the needs of all potential customers or users. 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. In this case, it may be more beneficial for the company to reallocate resources and invest in other products or initiatives that have a higher potential for future growth and revenue.

So Organizations should reduce their investment in a product when the product's Unrealized Value is very small (very low satisfaction gaps). This clearly signals that the product has passed maximum maturity and is now on the decline. The gains from continuous investment and meeting all potential needs of the customer would also be low.

Rest all options are incorrect as

potential and it needs to be improved or re-evaluated. It may need investing in the product to try to boost CV is probably warranted, given the potential returns, even though the product is not currently producing a high CV.

When the Current Value is very high, large market share, no near competitors, and very satisfied customers may not warrant much new investment; this is the classic cash cow product that is very profitable but nearing the end of its product investment cycle with low UV.

When the Unrealized value is very high, it doesn't necessarily mean the product should be reduced investment, but it's rather an indication that the product has a potential for future growth, thus investing in it might be a good idea to capitalize on this potential.

Question 211

As the Product Owner of a product that tracks the usage rate of its features by customers, you have encountered an influential stakeholder who is skeptical of the usage data and insists that a particular feature is essential, despite data showing low usage rates. The stakeholder considers monitoring feature usage to be a pointless endeavor. You have verified that the data is correct and consider it to be useful for you and your team. What is your next move? (choose the best answer)

- A. Stop measuring feature usage to please the stakeholder.
- B. Keep measuring usage but don't make it public, use it for decision-making.
- C. **Keep measuring and openly share the data for transparency, and use it for decision-making.**
- D. All of the above.

Explanation: As a Product Owner, the best course of action would be to Continue to measure and publish the data, provide openness and transparency, and use it to inform your decisions.

As a Product Owner, you are responsible for representing the interests of all stakeholders, including the one that is challenging the data. However, this stakeholder should be made aware of the data that shows a low usage rate, which you have confirmed to be accurate. This data is valuable to inform your decisions and make sure that the team is working on the most valuable features.

It's essential to be transparent and open with stakeholders about the data and how it is being used. If a stakeholder questions the data's accuracy, you should provide them with the details and methodologies used to collect and analyze the data. If the stakeholder still disagrees with the data, you may consider including them in the process of data collection to gain their trust.

Rest all options are incorrect as

Stop measuring feature usage to please the stakeholder, would go against the principles of Scrum, which is to continuously validate our understanding of the problem and to make sure we are building the right solution.

Keep measuring usage but don't make it public, use it for decision-making, would not align with the principles of transparency and openness, and would make the data invisible to other stakeholders that could benefit from it.

Question 212

As a Product Owner with data on the outcomes of the last release, it appears that the new features are not being utilized by many, and some features are not used at all. What steps can you take to further investigate this unexpected outcome? (choose all that apply)

- A. Consult with users to gain insight into their needs and requirements.
- B. Disable unused features and seek more user feedback.
- C. **Conduct experiments to gain a deeper understanding of customer needs.**
- D. Assess whether the features effectively address the intended problems.

Explanation: Consult with users to gain insight into their needs and requirements can help you to understand why they are not using the new features and what their needs are. This can help you to identify any issues or gaps in your understanding of your customers.

Disable unused features and seeking more user feedback can help you to understand whether the features are useful or not. This can also help you to identify any issues or gaps in your understanding of your customers.

Conducting experiments to gain a deeper understanding of customer needs can help you to understand whether the features are aligned with the needs and want of your customers. This can help you to identify any issues or gaps in your understanding of your customers.

Assess whether the features effectively address the intended problems. 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. Experiments are useful to validate assumptions and gain more knowledge on customer needs, so evaluate whether the features are solving the intended problems.

Question 213

What are potential measures of internal value ? (choose all that apply)

- A. Employee Satisfaction.
- B. Cycle Time.
- C. On-Product Index.
- D. **Time spent context-switching.**
- E. Customer or user satisfaction gap.

Explanation: Internal value is the value that you deliver internally, within your organization. It shows how satisfied employees are with their job, which can impact their motivation, engagement, and productivity.

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. It can indicate the efficiency and effectiveness of operations.

On-Product Index is a measure of how well a product or service meets customer needs and expectations, which can affect customer loyalty and retention.

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. It is the amount of time spent transitioning between tasks, which can impact productivity and efficiency. These are internal metrics that can provide insight into how well a company or organization is functioning and can help identify areas for improvement.

External value is the 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. The customer or user satisfaction gap is an external metric that measures the difference between the level of satisfaction customers or users have with a product or service and the level of satisfaction they expect to have. While it can be important to measure customer satisfaction, it does not directly measure internal value or efficiency. It's a measure of external value and how well the company is meeting customer needs and expectations.

Question 214

What elements can be included in the product vision and strategy to maintain enthusiasm for the product among stakeholders? (choose all that apply)

- A. Description of how the product will generate revenue.
- B. Description of how your product will be used to achieve outcomes.
- C. Description of how the product competes against others in the market.
- D. Description of the product's users and what they want to achieve.

Explanation: The vision of the product describes the purpose of the product, the intention of creating the product, and what it aims to accomplish for customers and users. The vision of the product describes the future condition of the product and what issues it is trying to solve or what ambitions it is trying to accomplish. The clear and inspiring vision of the product helps to motivate and inspire people, such as Developers, stakeholders, customers, and users. It also offers a common understanding of the direction in which we want to move. The vision of the product supports the product owner in making decisions about what to build and what not to construct for the product.

Anything that may help motivate and inform the Scrum Team 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.

Here are some additional attributes that could also be included:

- It clearly communicates the long-term goals and direction of the product, and how it fits into the overall business strategy.
- It defines the target audience and their needs and describes how the product will meet those needs in a unique and differentiated way.
- It outlines the key features and functionality of the product, and how they will enable users to achieve their desired outcomes.
- It describes the key benefits and value proposition of the product, and how it will solve problems or meet the needs of the target audience in a way that is superior to other available options.
- It identifies any potential risks or challenges that may impact the development and success of the product and outlines strategies for addressing those risks.

Question 215

What steps can you take when you have more ideas for new products than funding available to pursue them? (choose the best option)

- A. Assess proposals based on their potential market value (unrealized value) and fully finance as many as possible.
- B. Fund small experiments to validate proposed ideas and assumptions, then evaluate results.
- C. Direct resources to proposals that are expected to yield the highest estimated current value in the coming year.
- D. Invest in all proposals but at lower levels and observe their performance.

Explanation: Small Incremental changes and the right measures can help us decide where best to allocate funds. This approach allows you to test the potential of new product ideas with minimal financial risk. By conducting small experiments and evaluating the results, you can make more informed decisions about which ideas to invest more resources into and which ones to discard. This approach also allows you to gather data and customer feedback that can help you refine your ideas and make them more appealing to customers. It is a more data-driven and efficient way to make use of limited resources.

If you have more ideas for new products than money to invest, there are several things you could do:

Prioritize your ideas: Take some time to evaluate your ideas and prioritize them based on factors such as market demand, potential profitability, and resources required to develop and bring the product to market. This will help you focus your efforts on the most promising ideas.

Seek funding: Look for external sources of funding, such as venture capital, grants, or loans, to help finance the development of your new products.

Consider partnerships: Consider partnering with other organizations or individuals who can provide resources or expertise to help bring your products to market.

Look for opportunities to pivot: If you find that some of your ideas are not viable, consider looking for ways to pivot or reposition them in order to make them more attractive to potential investors or customers.

Question 216
What is the best definition of a GO product roadmap? (choose the best two options)
Rest all of the options are incorrect as

- A. It enables value steering.

"Assess proposals based on what is being worked on "now", what will be worked on "next", and work to be done "later". This may not be practical as it may result in over-investment in ideas that do not have sufficient evidence of their potential success. This could lead to large financial losses."

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

- C. It provides an overview of all the user activities that need to be covered by the system.

"Direct resources to proposals that are expected to yield the highest estimated current value in the coming year" may not be the best strategy as it may overlook the long-term potential of other ideas. It also may not account for the uncertainty and risks associated with value. The GO product roadmap focuses on goals that enable value steering (steering on the outcome) instead of steering on work packages (steering on output). In short, it focuses more on "Outcome" than "Output."

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.

Rest two options are incorrect as

"It focuses on what is being worked on "now", what will be worked on "next", and work to be done "later" is a Now-next-later map.

" It provides an overview of all the user activities that need to be covered by the system." - is the story map. The Product Owner might use a story map to categorize all features, ordered by release.

Question 217

What are the two best measures that can help a Product Owner to evaluate _____ the impact delivered _____ by the product? (choose the best two options)

- A. How many items the team is delivering per Sprint?
- B. How much of the scope has been delivered versus what was planned?
- C. How many Story Points are completed per Sprint?
- D. How satisfied the customers are?
- E. How frequently your deliveries are being used?

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.

Customer satisfaction: Measuring customer satisfaction can help the Product Owner understand how much impact the product is having on its users. A high level of customer satisfaction can indicate that the product is meeting the needs of its users and providing value.

Delivery usage: Measuring how frequently deliveries are being used can help the Product Owner understand how much impact the product is having. A high usage rate can indicate that the product is valuable and is being used as intended. This can be measured through usage metrics like active users, retention rate, number of user sessions, and conversion rate.

Rest all options are incorrect as

The number of items delivered per Sprint: While the number of items delivered per Sprint can be a useful metric to understand the team's capacity and efficiency, it may not necessarily indicate the impact the product is having on its users. The team could be delivering a large number of items, but they may not be providing significant value to the customers.

Scope delivered versus planned: This measure may not fully indicate how much impact the product is having. Measuring how much of the scope has been delivered versus what was planned can indicate how well the team is executing the plan and meeting their commitments, but it may not directly indicate how much value the product is delivering to customers.

The number of Story Points completed per Sprint: Similar to the first point, measuring the number of Story Points completed per Sprint is a measure of the team's capacity, efficiency, and progress but it may not indicate the impact of the product.

A discrepancy in user satisfaction occurs when there is a difference between (choose the best two answers)

- A. The user's desired outcome.
- B. The market share of the product.
- C. The user's actual experience.
- D. The total market size.

Explanation: A user satisfaction gap exists when there is a difference between the user's desired outcome and their actual experience. This gap may be caused by a number of factors, such as a product that does not meet the user's needs or expectations, or a user interface that is confusing or difficult to use. Identifying and addressing the user satisfaction gap is an important part of product development, as it helps ensure that the product is meeting the needs of its users and delivering value.

Rest all options are incorrect as

The market share of the product and the total market size are not necessarily related to the user satisfaction gap. The user satisfaction gap is a measure of the difference between the user's desired outcome and their actual experience and is not necessarily tied to the market share or size of the product.

Question 219

You recently began tracking the usage of certain features in your latest release and were surprised to find that a significant portion of the features you deemed crucial are not frequently used. What steps can you take to further investigate this unusual outcome? (choose all that apply)

- A. Devote more time to talking to Users to understand the impact they seek.
- B. Turn off rarely used features and gather feedback.
- C. Conduct experiments to improve your understanding of what customers find valuable.
- D. Investigate whether the infrequently used features solve the intended problem

Explanation: Pursue only those outcomes that would generate the most value with the available budget. On the smallest, quickest, and cheapest test you can for each hypothesis, using cohorts of real customers.

There are several actions you could take to further evaluate the unexpected result of low usage of certain features:

Conduct user interviews : Reach out to a sample of users who have not used the features in question, and ask them why they haven't used the features. This will provide insight into any issues or challenges they are experiencing that are preventing them from using the features.

Review user feedback : Look for any comments or feedback from users about the features in question. This could provide insight into any challenges or issues that users are experiencing when trying to use the features.

Analyze usage data : Look more closely at the usage data for the features in question. For example, you could compare the usage of the features across different user segments or look for trends in usage over time.

Conduct usability testing : Observe users as they attempt to use the features in question and identify any issues or challenges they encounter. This will provide valuable insight into why the features may not be being used as intended.

Consider A/B testing : Consider running A/B tests to compare the usage of the features in question to alternative versions of the features. This can help identify whether the issue is with the design or functionality of the features.

Rest all options are incorrect as

"Turn off rarely used features and gather feedback" is not a good choice. You need to seek the primary reasons why those features are unused. 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 220

What benefits can a Product Owner attain by conducting experiments? (select all that apply)

- A. Identifying & reducing waste.
- B. Eliminating all uncertainty and risks to the future success of a Product.
- C. Determining the compatibility of a product with its market and the potential for a profitable business.
- D. Deciding on investment strategies and securing funding.

Explanation: One of the preferred stances of a Product Owner is the Experimenter. The Experimenter understands the need of trying out new things, exploring, innovating, and therefore; experimenting.

Experimentation can help a Product Owner to identify and reduce waste by testing different ideas and approaches, and determining which ones are most effective and efficient. This can help to improve the overall performance of the product and reduce costs.

Experimentation can also help a Product Owner to understand product-market fit by testing different features and offerings with customers and gathering feedback. This can help the Product Owner to determine whether a product has the potential to be successful in the market and if a viable business can be created around it.

Experimentation can also help a Product Owner to make decisions on investment strategies and funding - Scrum addresses the complexity and supports experimentation by employing an iterative, incremental approach. 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.

Rest all options are incorrect as

Experimentation alone cannot eliminate all uncertainty and risks to the future success of a Product, as there are always unknowns in any business, but it can help to mitigate some of them.

Question 221

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

- A. Enhance the product by adding more features to make it more appealing.
- B. Improve the value experienced by the customer.**
- C. Reduce the number of features to make the product easier to use.
- D. Lower the price temporarily before raising it higher than the original.

Explanation: In order to justify the price increase of a product, your primary objective should be to improve the value experienced by the customer. This means that you need to make sure that the product offers enough value to justify the higher price. This can be achieved by adding new features, improving the quality of the product, or providing better service or support. Reducing the number of features, reducing the price temporarily, or adding more features just for the sake of it is not likely to be effective ways of improving the value experienced by the customer.

There are some common pricing strategies you need to know

- Premium pricing: set the price high. For example, a Lamborghini car.
- Penetration pricing : the price is set low at first to gain market share.
- Economic pricing: affordable price.
- Skimming strategy: the high price is charged for a product till such time as competitors allow after which prices can be dropped.

Rest all are incorrect as

- Adding more features to make the product more attractive may not necessarily improve the value experienced by the customer and may even make the product more confusing to use.
- Reducing the number of features to make the product easier to use may not necessarily improve the value experienced by the customer and may even make the product less useful.
- Lowering the price temporarily before raising it higher than the original may not be a transparent or sustainable pricing strategy, and may not improve the value experienced by the customer.
- In order to justify a price increase, it is important to be able to demonstrate to customers that they are receiving increased value for their money. Improving the value experienced by the customer is one way to achieve this.

Question 222

What are the benefits of a Product Owner having a well-defined and motivating Product vision? (choose the best three options)

- A. It provides a focus and guiding principle in decision-making.**
- B. It ensures that the Scrum Team is dedicated to delivering all the items in the Product Backlog.
- C. It makes it easier to inspect progress.**
- D. It is not defined in Scrum Framework, therefore it is optional.
- E. It gives the product a direction and purpose for the product.**

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 Developers, 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.

A clear and inspiring Product vision provides a focus when making decisions, by giving the Product Owner a clear understanding of the long-term goals and objectives of the product, and what it should achieve for the customer and the organization. This helps the Product Owner to prioritize and make decisions about what features and functionality to include in the product, and what to leave out.

A clear and inspiring Product vision also provides a direction and purpose for the product. This helps to align the efforts of the entire Scrum Team, stakeholders, and customers around a common goal and gives everyone a clear understanding of what they are working towards.

Having a clear and inspiring Product vision also makes it easier to inspect progress. The Product vision serves as a guide for evaluating the progress of the product and the team and helps the Product Owner to determine whether they are on track to achieve their goals and objectives.

Other options are incorrect as

inspiring Product vision does not ensure that the Scrum Team will be committed to delivering all of the Product Backlog items. The Product Owner's role is to ensure that the team understands and is aligned with the product vision, but commitment and motivation are ultimately the responsibility of the individual team members.

Explanation: "Assess the possibility of delivering greater business value by developing separate products for each user group" is the best answer. Building different products to serve different markets helps to increase focus, reduces complexity, and adds transparency and alignment. As the customer base of the product grows and different user groups start using the product in different ways, it may indicate that the product is not meeting the specific needs of certain groups of users. By building different products tailored to specific user groups, the product owner can provide better business value by satisfying the unique needs of each group of stakeholders, providing direction and purpose for the product development effort. Additionally, this approach can also help to avoid any potential conflicts or dissatisfaction among different user groups.

Question 223

Rest all options are incorrect as
As a Product Owner building a product with a particular user group in mind, you find that the product is being used differently by various user groups as your customer base expands. What would be the best course of action? (choose the best)
Keep focused on delivering the features agreed upon by the steering committee and don't take any action. Focus on delivering the features that were committed to at the steering committee is not the best answer as this could increase complexity and risks creating confusion with potential customers. It is ignoring the different ways that different user groups are using the product may lead to dissatisfaction or loss of customers in the long run.

"Make sure each release includes features that appeal to all user groups" 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. Also, it may not be possible to satisfy all groups of users with a single product, and it may also lead to the product being less effective for certain groups of users.

"Design separate marketing strategies for each group to attract more users and increase revenue" is incorrect as it focuses on the output and delivering on the scope rather than the outcomes. Also, it may not be able to address the underlying problem of the product not meeting the specific needs of certain groups of users. Additionally, it would be more expensive and complex to create and maintain multiple campaigns.

Question 224

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

- A. 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.
- B. 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.
- C. 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 the working product of such analysis Sprints.
- D. 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.

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.

Building a good relationship with the stakeholders of the product is important for a Product Owner to understand their expectations and goals for the product. Ongoing interaction with them allows the Product Owner to regularly align with changing organizational or market expectations. Inviting the right stakeholders to the Sprint Review meeting allows the Product Owner to gather feedback and make informed decisions about the product.

Relying on the Developers and the stakeholders to formulate the Product Backlog is an effective way for a new Product Owner to quickly understand the current state of the product and the priorities of the team. The Developers and stakeholders are the ones who have the most knowledge about the product's functionality and business, and by working with them and asking questions, the Product Owner can gain a deeper understanding of the product and the team's goals.

Rest all options are incorrect as

Asking the Developers to send daily updates on changing business priorities can be overwhelming for the Product Owner and may

Capturing functional requirements during an analysis phase and creating detailed documents may not be the most effective way for the Product Owner as there is no analysis phase for requirements in Scrum. Every sprint delivers a usable increment. The Product Owner can instead rely on the Developers and stakeholders to provide the necessary information and work with them to understand the product and its goals.

Question 225

As a Product Owner leading a new company project, you are in charge of crafting, overseeing, and holding the Product Vision. Which method is the best way to create this vision? (choose the best option)

- A. Spend some private time focusing on the desired vision, then present it to the steering committee for approval.
- B. Fully formulate the Product Backlog first and construct the Product Vision based on crucial "must-have" features.
- C. Work with stakeholders, Scrum Team, customers, and users to create a clear and inspiring initial Product Vision. Then refine it over time.
- D. Let the stakeholders, Scrum Team, customers, and users submit various Product Visions, then host a voting session to choose the best one. This forms a formal agreement to safeguard the vision from any changes during the development process.

Explanation: A Product Vision or the Product Vision Statement is a description of the essence of your product: what are the problems it is solving, for whom, and why now is the right time to build it. A Product vision gives your team a bigger picture of what they are working on and why.

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. It will provide a more holistic and well-rounded understanding of the problem the product is trying to solve, the target audience, and the desired outcome. This will help in creating a Product Vision that is clear and inspiring, and that aligns with the company's goals and the customer's needs.

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. It's important to continuously iterate and improve it as new information and feedback become available. This approach will ensure that the vision stays relevant and adapts to the changing market and customer needs.

Rest all options are incorrect as

Spending some private time focusing on the desired vision, then presenting it to the steering committee for approval is not the best approach as it lacks collaboration and input from different stakeholders, such as the Scrum Team, customers, and users. The vision created in this way may not fully capture the company's goals and customers' needs, and may not be as clear and inspiring.

Fully formulate the Product Backlog first and construct the Product Vision based on crucial "must-have" features. is also not the best approach, as it prioritizes features over the overall direction and purpose of the product. Creating a Product Vision first, and then using it to guide the development of the backlog, will ensure that the product stays aligned with the company's goals and customers' needs.

Let the stakeholders, Scrum Team, customers, and users submit various Product Visions, then host a voting session to choose the best one. This forms a formal agreement to safeguard the vision from any changes during the development process is not a good approach either. This approach may lead to a vision that is influenced by personal biases or lack of understanding, and that does not fully capture the company's goals and customers' needs. Additionally, formal agreements to protect the vision may not be enough to prevent changes during development, as the vision should be flexible enough to adapt to new information and feedback.

Question 226

A rival has recently entered your market and is quickly gaining popularity. They can bring out new offerings more quickly and achieve higher customer satisfaction levels. What will be your best initial response? (choose the best option)

- A. Enhance your next product release with new features to retain current clients and attract new ones.
- B. Decrease your product price to make it more appealing.
- C. Improve your speed to market and ability to innovate to respond faster.
- D. Shift your product to a market with less competition.

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.

Ability to Innovate (A2I) - The effectiveness of an organization to deliver new capabilities that might better meet customer needs. Improving A2I helps an organization become more effective in ensuring that the work that it does improves the value that its products or services deliver to customers or users."

Time-to-Market (T2M) - The organization's ability to quickly deliver new capabilities, services, or products. The reason for looking at T2M is to minimize the amount of time it takes for the organization to deliver value. Without actively managing T2M, the ability to sustainably deliver value in the future is unknown.

Rest all options are incorrect as

Enhance your next product release with new features to retain current clients and attract new ones, but it may not address the main competitive advantage of the new competitor, which is their ability to release faster and create better customer engagement and satisfaction. This could also lead to delays in your release if you try to add too many new features.

Decrease your product price to make it more appealing, may not address the main competitive advantage of the new competitor, which is their ability to release faster and create better customer engagement and satisfaction. It could also reduce your revenue and profitability.

Moving your product to a different market that is less competitive could be a viable option, but it may not be the best first response as it could take a long time to establish your product in a new market and you may not be able to keep your existing customers.

Question 227

Senior Management has sought your opinion on which product to allocate funds to, both products targeting different markets. Given the following details:

- Product A generates both revenue and profit for the company and is the main contributor. Also, Product A has pleased customers (high Current Value) and low Unrealized Value.
- Product B is relatively new and has a low Current Value and high Unrealized Value.
- Product Owners of both products are seeking substantial extra funding to enhance their products.

Which funding recommendation would you give to management? (choose the best option)

- A. Invest funding in Product B as it holds more future potential for the company.
- B. Allocate funding based on the proportion of product revenues.
- C. Divide funding equally between both products.
- D. Invest funding in Product A because the company's success is dependent on its continued success.

Explanation: If a product has a high market share (low UV) and high customer satisfaction (high CV) then it's best to maintain the product and explore new markets as there might be more/bigger opportunities to receive value from your investments.

Product A is the main driver of both revenue and profit for the company, which means it is currently providing a significant financial return for the company. Additionally, Product A has very happy customers and low unrealized value, which suggests that there is little room for improvement in terms of customer satisfaction and revenue growth. Customers are happy with Product A as it is; adding more features may actually decrease customer satisfaction.

Product B, on the other hand, is relatively new and has a low current value, and a high unrealized value. While this suggests that there is potential for future growth. The best time to invest in new products is when you have a secure source of profits from existing products.

Rest all options are incorrect as

Allocating funding based on the proportion of product revenues, would not be good advice as it would be allocating more funds to Product A which is already providing a strong return on investment, and fewer funds to Product B, which is relatively new and has more potential for future growth. This approach does not consider the potential future value of Product B.

Dividing funding equally between both products would not be good advice either, as it would not take into account the current financial performance and potential future value of each product. It would also not be the best use of the company's resources, as it would not optimize the investment and might not bring the best returns.

Investing funding in Product A because the company's success is dependent on its continued success is not correct as Product A is the main driver of both revenue and profit for the company, which means it is currently providing a significant financial return for the company. Additionally, Product A has very happy customers and low unrealized value, which suggests that there is little room for improvement in terms of customer satisfaction and revenue growth. Customers are happy with Product A as it is; adding more features may actually decrease customer satisfaction.

Question 228

Your executive team thinks that your product has the potential to acquire a larger market share. The sales head is urging you to decrease the price of the product to draw in more customers. However, the Director of Finance is worried that a lower price will negatively affect the product's profitability. To decide whether to lower the price as suggested by the Sales Leader, what sources of data should you take into account? (choose the best four answers)

- A. Customer satisfaction.
- B. Channel sales strategy.
- C. Competitor pricing.
- D. Market Share.
- E. Company earnings targets.
- F. Unmet customer's needs.

Explanation: Focus first on whether or how your product delivers value to customers (Unrealized Value), as well as whether your customers have unmet needs (Ability to innovate) that your competitors are more effective at the meeting.

If a product has a high market share (ie low UV) and high customer satisfaction (ie high CV) then it's best to maintain the product and explore new markets as there might be more/bigger opportunities to receive value from your investments.

Customer satisfaction: This is an important factor to consider when determining whether to change the price of the product. If the product is already meeting the needs and expectations of the customers, then reducing the price may not necessarily lead to increased demand.

Opportunity and how important customers. Given this information, what are the two most appropriate steps for a Product Owner to take? (choose the best options)

A. Acknowledge the stakeholder's perspective but decline to add more features in the next release as there is potential for increased sales.

B. Partner with other stakeholders to gather more ideas and conduct a vote on which to pursue.

C. Acknowledge the stakeholder's perspective and increase features in the next release.

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

Explanation: Acknowledging the stakeholder's viewpoint but declining to increase the number of features in the next release is appropriate because the price of the product is still important to make data-driven decisions about its sales and distribution, or feedback. By acknowledging the stakeholder's viewpoint, you are showing that you value their input, but you also need to consider the data and the overall direction of the product.

Running a small experiment, in collaboration with the stakeholder, to validate their feedback is also appropriate because it allows you to gather more information and test the hypothesis that more features are needed to win new customers. This approach allows you to make a more informed decision and ensure that any changes made to the product are based on solid evidence.

The rest of the options are incorrect as

Partnering with other stakeholders to gather more ideas and conduct a vote on which to pursue is not as appropriate as the other two options because it can lead to prioritizing features based on popularity rather than their actual impact on the product and its customers. A poll may also not provide an accurate representation of all stakeholder's opinions.

Acknowledging the stakeholder's perspective and increasing features in the next release is not appropriate because it is important to make data-driven decisions, and without validating the stakeholder's feedback through experimentation, it's unclear if adding features will indeed solve the problem. It's also important to consider the trade-offs of adding features, such as the time and resources required to implement them, and the impact on the product's overall usability and performance.

Question 230

What is a benefit of frequent product releases? (choose the best answer)

- A. They help teams better understand and meet customer needs.
- B. They help teams to learn how to correct and eliminate errors.
- C. All of the above
- D. Smaller, more frequent releases are less risky
- E. None of the above.
- F. They enable teams to inspect and adapt more frequently

Explanation:

All of them are correct.

When we are talking about "frequent product releases", we are talking about delivering new capabilities quickly. This reduces the time to market. More information about it. Time-to-Market (T2M)

The organization's ability to quickly deliver new capabilities, services, or products.

The reason for looking at T2M is to minimize the amount of time it takes for the organization to deliver value. Without actively managing T2M, the ability to sustainably deliver value in the future is unknown. Questions that organizations need to continually re-evaluate for T2M are:

Question 231

A Subject Matter Expert (SME) has been working at the current company for five years. As the sale drops, he approached the Product Owner and advised him to add more attractive features to revive the market share. Ben, the Product Owner, analyzed the historical data, and he found that a lack of features was not the main culprit for the declination.

What should the Product Owner do next? (choose the best two answers).

- A. Acknowledge the SME's view but politely refuse to add new features as he found that it was not the root cause.
- B. Conduct experiments to validate the market, then notify the result to stakeholders.
- C. Invite the Scrum Team and stakeholders to vote for the valuable features.

Explanation:

Conducting small experiments will help to deduce the impact of the ideas proposed to make future decisions. Empiricism claims that knowledge comes from experience, based on what is known and making decisions. To optimize predictability and control risk, Scrum employs an iterative, incremental approach. Additionally, the stances of the Product Owner in this -maker. Though the SME insist on his ideas, as the Decision Maker, the Product Owner decided not to exercise the SME's advice.

Question 232

Which statements about the Product Backlog are correct? (choose the best two answers)

- A. All Product Backlog Items must be identified before starting the first Sprint.
 - B. The Product Backlog eliminates any need for the Developers to speak to stakeholders.
 - C. All Product Backlog items must be displayed under the User Stories form.
 - D. The Product Backlog is ordered by the Product Owner
-
- E. Only the Product Owner can place items on the Product Backlog.
 - F. The Product Backlog is visible to stakeholders and the Scrum Team.

Explanation:

The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. Product Backlog items that can be Done by the Scrum Team within one Sprint are deemed ready for selection in a Sprint Planning event. They usually acquire this degree of transparency after refining activities. Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size. Attributes often vary with the domain of work.

Question 233

Which of the following measures would help you understand the potential market for your product? (choose the best answer)

- A. All of the above.
- B. Usage Index.
- C. Quarterly revenue trends.
- D. Net Promoter Score (NPS).
- E. Market Share trends

Question 234

Derek is a Product Owner of a product with a variety of stakeholders. The stakeholders are pressing Yasmine to add all of their feature requests into the next release. Each one says that their feature is urgent _____. As Product Owner, Yasmine has confirmed that their requests are indeed important _____. What should Yasmine do? (choose the best answer ____)

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

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: 235

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

- A. Visualize the uncertainty of the potential value that a Scrum Team delivers over time.
- B. Rapidly identify and prioritize all uncertainties.
- C. Determine whether to cut quality, similar to the "Iron Triangle" of project management.
- D. Represent the relative level of difficulty for predicting the velocity of individual team members.

Explanation: Cone of Uncertainty describes the evolution of the amount of best case uncertainty during a project. At the beginning of a project, comparatively little is known about the product or work results, and so estimates are subject to large uncertainty. As more research and development is done, more information is learned about the project, and the uncertainty then tends to decrease, reaching 0% when all residual risk has been terminated or transferred

Question: 236

Experiments include which of the following aspects?

- A. Running the experiments
- B. Adapting your goals or your approach based on what you learned
- C. Inspecting results
- D. All of these apply
- E. Forming a hypothesis for improvement.

Explanation: Experiments include all of these aspects. Run experiments that involve forming hypotheses that are intended to advance the organization toward their current Intermediate Goal. As they run these experiments and gather results, they use the evidence they obtain to evaluate their goals and determine their next steps to advance toward these goals. Experimentation Loop. Forming a hypothesis for improvement, Running your experiments, Inspecting your results. Adapting your goals or your approach based on what you learned.

Question: 237

The CEO questions Mike, the Product Owner, on the data showing the usage rates. He believes feature usage is not the right measure. You are the Product Owner, you have confirmed that the data is accurate and determine that the data is valuable to the team and product. What should you do? (choose the best answer)

- A. Continue to measure the usage feature but not publish the data.
- B. Continue to measure and publish the data and use it to inform your decisions.
- C. Stop measuring to appease the CEO.

Explanation: Values of Scrum: openness and transparency. It means you have to publish your data, your result to stakeholders(transparency = everyone is on the same page, openness = let them discuss the results). Then use the data to inform your decisions.

Question 238

Which of the following statements is true: (choose the best answer)

- A. The more time spent defining and reviewing project requirements helps to increase the chances of success.
- B. Empirical approaches are best suited for simple problems.
- C. Spending more time identifying and mitigating risk helps to increase the chance of success.
- D. Delivering a solution and gathering feedback provides valuable insights for what to do next.

Explanation: The most important stakeholders to satisfy are the end-users. Gathering feedback is an important step in understanding their needs and what should be done next.

Question: 239

You cannot get your stakeholders to agree on which features might provide the most value. How should you resolve this disagreement? (choose the best answer)

- A. All of the above.
- B. Deliver a small part of a feature to customers and gather insights.
- C. Organize an activity where stakeholders can vote and "buy a feature".
- D. Find someone who has higher authority than the stakeholders to make a decision.

Explanation: As uncertainty is high, conducting small part of a feature (experiments) is the best way to test your hypothesis and gather insights.

Question: 240

Your organization uses NPS (Net Promoter Score) measures to understand your customers' satisfaction levels. Your team had invested a lot of time and effort creating and delivering a release that included many new product features. After a few months, you see that the NPS score did not improve. What other measures can help you to better understand this outcome? (choose the best two answers)

- A. Market Share
- B. Lead Time
- C. Release Frequency
- D. Installed Version
- E. Feature Usage Index

Explanation: Feature Usage Index helps to measure 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. Lead Time is the amount of time from when an idea is proposed, or a hypothesis is formed until a customer can benefit from that idea. This measure may vary based on customer and product. It is a contributing factor to customer satisfaction.

Question: 241

When the Product Backlog is updated? (choose the best answer)

- A. Before the Sprint Planning to know the total amount of work that needs to complete within a Sprint.
- B. All of the above.
- C. It is updated as either the new information or the insights emerge.
- D. After the Daily Scrum to ensure an accurate daily overview of project progress.
- E. The Product Owner should not do that. It's the Developers's responsibility.

Explanation: The Product Backlog is a living artifact. It evolves throughout the product life cycle. It is updated as either the new information or the insights emerge. The Product Owner could update the Product Backlog anytime. She/he does not have to wait for any formal Sprint events.

Question: 242

When determining the ordering of an item on the Product Backlog, what are some things a Product Owner should consider? (choose all that apply)

- A. Alignment with business strategy and goals
- B. Importance to customers
- C. The complexity of developing the Product Backlog Item
- D. Risk
- E. Alignment and dependencies with existing Product Backlog items

A healthy, ordered Product Backlog is important to teams.

Question: 244

What is the Product Owner's responsibility during the Sprint Retrospective?

Question: 243

Gathering Product Backlog requirements.

What statement is true about the Definition of Done?

- A: It is used to increase transparency for the Developers.
- B: The Sprint Retrospective is only for the Developers.
- C: It is a checklist of things that must be done before a Sprint can be closed.
- D: It defines the details of each Scrum event.

Explanation/Reference:
Product Owner is part of the Scrum Team to assess the quality of the Product Backlog items planned for a Sprint with regards to individuals, interactions, processes, tools, and their Definition of Done. Inspected elements often vary with the domain of work. Explanations/Reference: Items astray are identified and their origins explored. The Scrum Team discusses what went well during the Sprint. Good. The Definition of Done is formalized description of the state of the Increment. When the Scrum Team identifies changes required for the product. The moment a Product Backlog item meets the Definition of Done, an Increment is born. The Definition of Done changes to improve its effectiveness. The most impactful improvements are addressed as soon as possible. They may even be added to the Sprint Backlog for the next Sprint.

Question: 245

As a Product Owner, which of the following might you do during a Sprint?

- A: Assign tasks to Scrum Team members.

- B: Manage the Daily Scrum
- C: Ensure the Sprint Backlog items are completed accordingly to the burndown chart.
- D: Engage with the stakeholders
- E: Support the Scrum Team if they have questions about items in the current Sprint.
- F: Provide feedback.

Question: 246

As a Product Owner, which of the following would you focus on to ensure value is being delivered by the product?

- A: The ease with which the product can be absorbed and used by its customers.
- B: How much of the product is being used.
- C: The increased velocity of the Scrum Team
- D: The number of features delivered.
- E: Feedback from the product's users

Explanation/Reference:

As a value maximizer, the Product Owner must act in a way he/she collaborates with stakeholders and users, learns from market opportunities, collaborate and answer questions from the Scrum Team, keep transparency on what is being developed for the product

Question: 247

Which of the following is true about the " Cone of uncertainty "?

- A: It is used to identify the level of performance between individual team members.
- B: It helps to identify whether to adjust the quality, scope, or time, similar to the "Iron Triangle" of development.
- C: It helps a person identify gaps in his/her skills as a Product Owner.
- D: It can help a Product Owner estimate how much work is likely to be done during a certain number of Sprints.

Explanation/Reference:

Cone of uncertainty is not part of Scrum. However, many techniques and tools can be employed by the Product Owner that might help when developing complex products

Question: 248

Which of the following are true about the Product Owner ?

- A: Can be shared between multiple people on a Scrum Team. Is the same as a Project Manager.
- B: Is played by a committee or a team of people.
- C: Is one person.
- D: Can be influenced by a committee.
- E: Is accountable for ordering the Product Backlog.

Explanation/Reference:

Scrum Guide: The Product Owner is responsible for maximizing the value of the product backlog, for the duration of the Scrum project.

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.

The Product Owner may do the above work or may delegate the responsibility to others.

Question 249.

True or False: Goals are set only during the annual planning cycle. (choose the best answer)

- A. **False**
- B. True

Explanation:

Something important that the organization would like to achieve. This goal is so big and far away, with many uncertainties along the journey that the organization must use empiricism. Because the Strategic Goal is aspirational and the path to it is uncertain, the organization needs a series of practical targets called Intermediate Goals. Intermediate Goals are achievements of which will

indicate that the organization is on the path to its Strategic Goal. The path to the Intermediate Goal is often still somewhat uncertain, but not completely unknown. Both your goals and your improvement experiments will likely evolve as you learn more about customers, competitors, and your organization's capabilities. Goals can change because of outside events, and your tactics to reach your goals may need to be reconsidered and revised. Was the Intermediate Goal the right goal? Is the Strategic Goal still relevant? If you achieved the Intermediate Goal, you will need to choose a new Intermediate Goal. If you did not achieve it, you will need to decide whether you need to persevere, stop, or pivot toward something new. If your Strategic Goal is no longer relevant, you will need to either adopt it or replace it

Question 250

Which of the following is the most effective way of improving the Time-to-Market of a product? (choose the best answer)

Increasing project funding

- A. Removing low performing people.
- B. Understanding and removing impediments to faster delivery**
- C. All of the above.
- D. Working harder to go faster.
- E. Hiring more team members

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 251.

What would be the best way to have multiple teams get started on a multi-product initiative? (choose the best answer)

- A. Ensure that all features are assigned to the most suitable teams before getting started.
- B. Let the teams know what time of reporting the business will be needing.
- C. Have them start with what they have as they'll self-organize and eventually figure out what to do.
- D. Explain to them the goal of the initiative, how success will be measured, and together agree with how they will provide transparency**

Explanation:

As a manager, your responsibility is to provide the team with direction and as a servant, you provide assistance when or if required. Transparency will help those inside and outside the team adjust accordingly in order to stay aligned towards the direction.

Question 252.

A Visionary Product Owner tends to: (choose the best answer)

- A. Know all about the details, and about every bug in the software or system.
- B. Support people in their own discovery process, whether it's about defining goals, clarifying PBIs or analyzing customer needs.
- C. Know all about the Developers's velocity and predictability and maximizing output in order to deliver all features.
- D. Focus on the future, on changing the status quo and helping people to see what could be, instead of what is**

Explanation:

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

Question 253

Which of the following are preferred stances of the Product Owner? Select all that apply

- A. The Decision Maker**
- B. The Collaborator**
- C. The Business Analyst**
- D. The Visionary**
- E. The Founder

Explanation:

The Business Analyst and the founder are not among the preferred stances. The other options are all valid.

Question 254

Which of the following activities should a Product Owner never do? (choose the best answer)

Decide when to release the product increment

- A. Establish a Product Goal wrong
- B. Accept work done during the Sprint
- C. Dictate (đọc chính tả) the Sprint Goal

Explanation:

The whole Scrum Team then collaborates to define a Sprint Goal that communicates why the Sprint is valuable to stakeholders. The Sprint Goal must be finalized prior to the end of Sprint Planning.

Question 255.

As a Product Owner, who can you invite to the Sprint Review? (choose the best answer)

- A. Your product's investors/sponsors.
- B. Your clients/customers
- C. Your end users.
- D. Your internal stakeholders
- E. All of the above

Explanation:

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

The entire Scrum Team and key stakeholders invited by the Product Owner.

Question 256.

Your department has several teams working on different products at the same time.

Which of the following would be the best approach if managers want to understand the status of each team? (choose the best answer)

- A. Ask the teams to collaborate and develop a common way to share their goals and achievements toward their goals for each planning period. correct
- B. Have a common status reporting tool that each team will fill out and can be shared with the managers.
- C. Have the teams created a comprehensive project plan and track their work against the plan.
- D. Have the teams standardize their estimation practices across all teams to make it easier to compare
- E. the performance of each team.

Explanation:

Agile teams are structured and empowered by the organization to organize and manage their own work. The teams are responsible for applying the most appropriate practices to provide transparency in order to optimize value and control risk.

Question 257.

You are planning to release a large product update several months from now. Because the release will contain many product changes (new features, enhancements, and fixes), a large amount of effort will be needed from the team. During beta testing of the latest increment, you learn that one of the anticipated features does not meet the needs of the users and is rarely used.

Which of the following is the best response? (choose the best answer)

- A. Disregard the feedback as beta testing is not a good reflection of the broader market.
- B. Add a more valuable feature to the release.
- C. Remove the feature from the increment and release the other features and changes earlier.
- D. Push the release to a later date until you are able to improve the feature.

Explanation:

Time-to-Market (T2M). Reducing the number of features in a product release can dramatically improve T2M; the smallest release possible is one that delivers at least some incremental improvement in value to some subset of the customers/users of the product. Many organizations also focus on removing non value-added activities from the product development and delivery process to improve their T2M.

Question 258.

A company wants to hire you to lead their agile transformation. They have learned about the benefits of being agile but want to know how to measure the success of the initiative .

What advice would you provide? (choose the best answer)

- A. The number of projects delivered on-time, on-budget, and on-scope will increase.
- B. The improvement in customer outcomes.
- C. All of the above.
- D. The average team velocity will continuously improve.
- E. The level of agility is proportionate to the number of teams doing Scrum.

Explanation:

Successful agile transformation increases business value, which can be measured by customer happiness.

Question 259. Instilling quality by adhering to a Definition of Done; Which best describes testing responsibilities in the Developers? (choose the best two answers)

- A. Holding each other accountable as professionals.
- B. Ensuring all test cases created at Sprint Planning have been passed
- C. Sub-team formations (or hierarchies) in the Scrum Team are not allowed
- D. Increments must be approved by the Tester before it can be deemed releasable

Question 260.

E. There should be a testing phase at the end of each Sprint
True or False: When many agile teams are working on different products, they should create a common status reporting dashboard of work performed in order for management to understand the status of each team.

Explanation:

A. False
Sub-team formations (or hierarchies) in the Scrum Team is not allowed. Sub-Teams such as testing teams or operation teams are not allowed to be formed in the Scrum Team. Titles are not assigned to the developers within the Scrum Team members, regardless of the type of work they perform. Scrum Team collectively decides on the Scrum Length.

Explanation:
Scrum Team delivers a "Done" product every Sprint to ensure a potentially useful version of a working product is always available. Understanding progress against goals provides the best insight into a team's progress, not arbitrary measures like work performed or performance against a schedule. The teams could work together to develop a common way to share their goals and what they achieve in each planning period against those goals.

Question 261.

For which type of problem domain is an empirical approach most helpful? (choose the best answer)

- A. Complex problems, in which the relationship between cause and effect are only understandable with experience.
- B. Complicated problems, in which the relationship between cause and effect can be understood through some analysis.
- C. Simple problems, in which the relationship between cause and effect is known.
- D. Chaotic problems, in which the relationship between cause and effect is not clear.

Explanation:

See Cynefin Framework (five decision-making contexts). Scrum is a complex context. The complex domain represents the "unknown unknowns". Cause and effect can only be deduced in retrospect, and there are no right answers. Empiricism asserts that knowledge comes from experience and making decisions based on what is known.

Question 262.

Team Tigers completed 40 "points" of work in two weeks. Team Lions completed 20 "points" of work in one week.

Which team delivered more value? (choose the best answer)

- A. The amount of work completed is a measure of effort, not the delivered value.
- B. Team Tigers, since they finished more units of work.

Explanation:

The value of the work is measured by the value experienced by the customer.

Question 263.

Which of the following statements about the Product Backlog are true? (choose the best two answers)

- A. The Product Backlog should be visible to the Scrum Team and stakeholders.
- B. The Product Backlog represents the input of all stakeholders and eliminates any need for the Developers to speak to stakeholders.
- C. All Product Backlog items must be expressed as user stories
- D. The Product Backlog is ordered by the Product Owner
- E. Only the Product Owner can place items on the Product Backlog.
- F. All Product Backlog items must be identified before the first Sprint begins

Question 264.

A team works on 4 different products, splitting their time between them because none of the products has enough work to warrant a dedicated team.

What strategy on how they use their time would potentially deliver the most value to customers over time? (choose the best answer)

- A. Work a little on each product all the time, releasing when needed.
- B. Either strategy will deliver the same value.

Scrum Guide says "... focused on one objective at a time". The fundamental unit of Scrum is a small team of people, a Scrum Team. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal.

Question 265.

At the beginning of each year, an organization has an annual meeting to propose and approve projects for the upcoming year.

Managers will typically follow the process of:

- Presenting ideas of the projects
- Defining the benefits
- Producing the estimations
- Giving the benefit/cost ratios

A set budget is then approved for each project based on the expected returns.

What are the risks of this process? (choose the best answer)

- A. New opportunities might be missed during the year.
- B. Technical work estimations are not accurate because managers are not the best ones to give development estimations.
- C. All of the above.
- D. Cost estimations are not accurate because the scope might not be clear.
- E. Investment decisions could be poor if claimed benefits are overstated.

Explanation:

As projections become larger, complexity increases and its accuracy becomes less. Larger projects have a higher risk of waste and the ability to adapt to changes becomes more difficult and slower because of unknowns.

Question 266.

What are the attributes of a good Product Vision and Strategy? (choose all that apply)

- A. It describes how the product compares to competitor products
- B. It describes how the product will generate revenue
- C. It describes how people will use the product to achieve outcomes.
- D. It describes who will use the product and what they would like to achieve

Explanation:

All of them are correct.

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 a 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 Developers, 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 267.

The Product Owner ensures a product's success by measuring the following: (choose the best three answers).

- A. The impact on customer satisfaction
- B. The impact on the CEO's mood
- C. The delivery of upfront defined scope compared to the upfront planned time.
- D. The impact on revenue
- E. The impact on cost

Explanation:

Revenue, Cost, Customer Satisfaction are the three key elements to measure the product's success. High revenue means high Return On Investment (ROI), less cost means less Total Cost of Ownership (TCO) plus high customer satisfaction.

There is nothing such as defined scope in Scrum. Time, scope, budget belongs to Project Management.

Question 268.

How does the Scrum Master help the Product Owner? (choose the best three answers)

- A. Facilitating Scrum events as requested or needed
- B. Finding techniques for effective Product Backlog management
- C. Understanding product planning in an empirical environment
- D. Leading and coaching the organization in its Scrum adoption
- E. Introducing cutting edge development practices

Explanation:

The Scrum Master serves the Product Owner in several ways, including: Ensuring that goals, scope, and product domain are understood by everyone on the Scrum Team as well as possible; Finding techniques for effective Product Backlog management; Helping the Scrum Team understand the need for clear and concise Product Backlog items; Understanding product planning in an empirical environment; Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value; Understanding and practicing agility; and, Facilitating Scrum events as requested or needed.

Question 269.

When should refining of the Product Backlog occur? (choose the best two answers)

- A. The Product Owner must do this as essential work in Sprint 0.
- B. The Product Owner does this between the end of the previous Sprint and the start of the next.
- C. The Product Owner and the Developers do it in the current Sprint if they have been unable to do it in preceding Sprints.
- D. The Product Owner and the Developers can refine the Product Backlog during any Sprint as needed, ideally in advance of the upcoming Sprint.
- E. The Business Analysts prepare items to be worked on at least 1 Sprint ahead of development.

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 270.

Which of the following are characteristics of a Product Goal? (choose all that apply)

- A. It is a commitment contained in the Product Backlog
- B. It has clear boundaries.
- C. It communicates the target future state of the product.
- D. It forms a contract with the business, allowing change to be better managed.
- E. It has the approval of all stakeholders.
- F. It provides a long-term objective for the Scrum Team to plan against.

Explanation:

- The Product Goal is the commitment with the Product Backlog.
- The Product Goal describes a future state of the product which can serve as a target for the Scrum Team to plan against. The Product Goal is in the Product Backlog. The rest of the Product Backlog emerges to define "what" will fulfill the Product Goal.
- A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract.
- The Product Goal is the long-term objective for the Scrum Team. They must fulfill (or abandon) one objective before taking on the next.
- It has the approval of all stakeholders (incorrect). The Product Owner has the last say. 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.
- It forms a contract (incorrect): The Product Backlog is not a contract. The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team.

Question 271.

You have been a Product Owner at a new company for a few weeks. It has become clear to you that many people, both inside and outside the Scrum Team, expect close involvement in the decisions that you, as a Product Owner, are accountable for. As a result, you find that it takes too long to make decisions.

Which of the following are reasonable options you could take? (choose the best three answers)

- A. Start making all the decisions you are accountable for without consulting the others who have expressed interest. (correct)
- B. Create and share a delegation board that displays your decision-making areas and work with your Scrum Team to clarify decision making accountability and responsibility.
- C. Work with your Scrum Master to better understand what next steps you can take to move the company's understanding of product ownership up in the maturity curve towards Entrepreneur.
- D. Demonstrate, with the help of data, how long it is taking you to make decisions and the impact that the long decision-making cycle has on delivering value to the customers.
- E. Allow other members of the Scrum Team to continue as the decision makers, but keep a list of decisions that do not deliver their intended value.

Explanation:

B) Create and share a delegation board that displays your decision-making areas and work with your Scrum Team to clarify decision making accountability and responsibility. (Incorrect)

The Product Owner is responsible for maximizing the value of the product.

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable. The Product Owner never can delegates his accountability

E) Allow other members of the Scrum Team to continue as the decision makers, but keep a list of decisions that do not deliver their intended value. (correct)

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable. The Product Owner never can delegates his accountability

If the Product Owner allows other members of the Scrum Team to continue as the decision makers, it means he is delegating the responsibility of these decisions, but he remains accountable. The Product Owner can decide what things should delegate or not. That is the reason this answer is correct.

D) Demonstrate, with the help of data, how long it is taking you to make decisions and the impact that the long decision-making cycle has on delivering value to the customers. (Correct)

The Scrum Master will support the Developers, the Product Owner, and the Organization to apply Scrum and optimize Scrum value to ensure the trust between teams; transparency is always kept so that the Scrum Team can have self-organizing to make the right

Which of the following would best help you improve effectiveness to deliver new value? (choose the best answer)

A. Examining Unrealized Value measures.
B. Examining Current Value measures.
C. All of the above.
D. Examining Time to Market measures.
E. None of the above.

A) Start making all the decisions you are accountable for without consulting the others who have expressed interest.(Incorrect)
F. Examining Ability to Innovate measures.
Although the Product Owner can have the final say on decisions, it is important that they take all parties into consideration.

Explanation:

Needing to maintain multiple variations of a product can impede an organization from being able to deliver new capabilities and value as an effort needs to be spread across many products.

Question 272.

Which of the following are true when it comes to scaling the Product Owner accountability? (Select all that apply)

- A. A large Product should have a Chief Product Owner
B. The Product Owner can be assisted by the Developers
C. Each Product has a Product Owner

Which of the following actions might help? (choose the best answer)

- A. Reduce the number of product variants.
B. Improve the cross-functional skills of your team.
C. Establish "No Meetings" days to help increase focus.
D. All of the above.

Explanation:

All of these actions will enable the team to focus on value-added activities by reducing overhead and distractions.

Example: A variety of things can impede an organization from being able to deliver new capabilities and value: spending too much time remedying poor product quality, needing to maintain multiple variations of a product due to lack of operational excellence, lack of decentralized decision-making, inability to hire and inspire talented, passionate teammembers, and so on. As low-value features and systemic impediments accumulate, more budget and time is consumed maintaining the product or overcoming impediments, reducing its available capacity to innovate. In addition, anything that prevents users or customers from benefiting from innovation, such as hard to assemble/install products or new versions of products, will also reduce A2I.

Question 275.

Dereck 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)

- A. Hire Business Analysts to assist the Product Owner.
B. Move towards a scaled Scrum framework
C. Delegate some of the Product Owner work to the Scrum Teams.
D. All of the above.
E. Split the Product Backlog and add a Product Owner to each in order to spread the work

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. The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable.

Question 276.

A Product Owner at ABC company has various types of stakeholders that provide feedback and ideas for the product. At times they have ideas that run counter to one another.

What action can the Scrum Master initiate to facilitate a healthy product owner stakeholder interaction? The

answer)

- A. Gather the opinions of all stakeholders, then make a decision on which request to pursue based on this information.
- B. Implement a small part of the Sales Manager's proposal in order to gather more information to better understand its potential.**
- C. Implement the CFO's request to prevent customer churn.
- D. Agree with the Sales Manager's proposal by implementing the requested features as it will help to boost the sales team's revenue.

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 277.

Which activities will a Product Owner likely engage in during a Sprint? (choose the best three answers)

- A. Run the Daily Scrum**
- B. Reorder items in the Product Backlog**
- C. Update the Sprint burndown chart.
- D. Answer questions from the Developers about items in the current Sprint.**
- E. Gather information and opinions from Stakeholders**
- F. Prioritize the Developer's tasks.

Question 278.

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.

- A. False**
- B. True

Question 279.

What can an organization benefit from the short iterations? (choose the best answer).

- A. None of the above.
- B. Validate the hypotheses faster.
- C. Minimize and control risk better.
- D. Understand the customer's needs better.
- E. Get feedback from stakeholders faster.
- F. All of the above.**

Question 280.

True or False? A product with High Current Value and low Unrealized Value. Some say you should maintain the product, but gradually reduce the investment then start seeking another opportunity for future growth.

- A. False
- B. True**

Question 281.

Your CEO thinks your organization needs to deliver more quickly. There is no shortage of opinions about how you should go about this. Some managers think they need to hire more people, some engineers think the answer is automation. You can't pursue every idea, and some ideas may not be worth pursuing.

What could best help you understand the problem and where to improve? (choose the best answer)

- A. Conduct a customer satisfaction survey to find areas of dissatisfaction.
- B. All of the above.
- C. Hire more people to handle the workload while also working to improve automation.
- D. Create a Value Stream Map to understand the current process and its bottlenecks.**
- E. Analyze employee utilization rates to understand where efficiency needs to be improved.

Question 282.

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.

- B. Understand whether your PMO is efficient.
- C. Improve your ability to deliver value.
- D. Better track your progress against plans.

Explanation:

Evidence-Based Management helps you to improve the value that your organization delivers to customers.

Evidence-Based Management (EBM) is an empirical approach that helps organizations to continuously improve customer outcomes, organizational capabilities, and business results under conditions of uncertainty.

Question 284.

The current product is making a profit; however, the Sale Manager advises James, a Product Owner, to reduce the price to attract more customers. The Financial Director argues that this may harm the company revenue.

What are the reliable sources that help Jame decide the product's pricing strategy? (choose the best two answers).

- A. Company profit reports
- B. Competitor's pricing
- C. Sale channel strategy
- D. Market share

Question 285.

In Scrum, how would budgeting and financial forecasting be performed? (choose the best two answers)

- A. Fixed budgets are not allowed in Scrum.
- B. Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.
- C. Budgeting is not necessary as the only funding necessary is the operational costs of the Scrum Teams.
- D. A single release may be funded with several Sprints where every Sprint is producing shippable increments.

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 286.

True or False: Michael, a new Product Owner, has been assigned to work in the Finance industry, which is new to him. He is unsure about the market desires and customer needs. The Product Manager advised Michael to conduct experiments, validate customer needs, start doing smaller releases more often.

- A. True
- B. False

Question 287.

Every Scrum Team must have a Product Owner and Scrum Master (choose the best answer)

- A. Yes, and they must be 100% dedicated to each team.
- B. No
- C. Yes, and each Scrum Team's performance may be affected by how much they participate during the Sprint as a Scrum Master or Product Owner.

Question 288.

Dereck 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)

- A. Be the only point of contact for all stakeholders.
- B. Have an understanding of all items in the Product Backlog to the level needed to maximize the flow of value.
- C. Maximize the productivity of the team.
- D. None of the above.
- E. Ensure that all of the stakeholder needs are met.
- F. All of the above.

Explanation:

The Product Owner is accountable 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 289.

An effective Product Owner must: (choose the best answer)

- A. Be the single point of contact for all stakeholders.
- B. Be the "expert" opinion for all Product Backlog items.
- C. Ensure that the team is a productive as possible.
- D. All of the above.
- E. Ensure that every stakeholder need is met.
- F. None of the above

Question 290:

You are the Product Owner at a small company with a single product. You have authority over pricing, promotion, and how much is invested in new features or capabilities.

What are the three key concerns if there are only two Daily Scrum meetings per Sprint? (choose ALL that apply).

- * A. The Developers lose the opportunity to update the Gantt chart properly.
- * B. The Sprint Planning might become inaccurate.
- C. Impediments are raised and accumulated and it requires a great effort to resolve.

Using those two data points, what is the first action you should take to increase the business performance of the product? (choose the best answer)

- A. Lack of opportunities to inspect and adapt the Sprint Backlog name.
- B. Drop the price for the product to attract a greater number of customers.

Question 293: Use the number of product features to attract a greater number of customers.

Which would be the desired outcome of using an agile approach? (choose the best answer)

- A. Decreasing non-value-added waste.

Question 291:

Which approaches could help the Product Owner reduce waste in managing Product Backlog (choose the best two answers).

- B. Maximize predictability
- C. Eliminating business risk exposure.
- D. Maximizing productivity.
- E. All of the above.

Question 294:

True or False: Dependencies could influence how the Product Owner orders Product Backlog Items ?

- A. TRUE
- B. FALSE

Question 295:

Mike, the Product Owner, is surprised about the accumulated technical debt that slows down the product performance. The product is projected not to be able to serve a large number of customers. Ron is shocked that it might need several Sprints to address the scalability issue. What factors have led to this situation? (choose ALL that apply)

- A. The Developers have not been paying enough attention to technical quality.
- B. The past Sprint Retrospectives had not been utilized for inspection and adaptation.
- C. The Scrum Master has not ensured the transparency of the Scrum Team.
- D. The Product Owner and the Developers are not having conversations about technical debt.

Question 296

your company's product has been through multiple releases. It is not meeting revenue expectations.

What measure will help you understand the problem? (choose the best answer)

- A. Lead Time.
- B. Release Frequency.
- C. Innovation Rate.
- D. Usage Index.

Explanation:

Understanding how your customer is 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 296

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 the product's profits.

What sources of information can help you decide on your product's pricing strategy? (choose the best four answers)

- B. Company earnings reports.
- C. Unmet customer needs
- D. Customer satisfaction.
- E. Sales channel strategy.
- F. Competitor's pricing

Question 297

Peter, a young member, has been assigned to a mature Scrum Team. He is surprised why the Product Owner keeps paying attention to the technical debt. He supposes it should be the Developers's responsibility.

What is the best explanation? (choose the best answer).

- A. The Product Owner concerns the technical debt because it might impact the delivering value and the product's cost.
- B. Peter is correct. The Product Owner should not concern the technical debt.
- C. The Product Owner, is used to be a developer, might have a basic understanding of programming. Observing the technical debt could refresh her/his knowledge, and it is useful to develop the product's strategy.

- D. The Product Owner must report the technical debt's status to stakeholders every Sprint Review.

Question 298

You are the Product Owner for a product with diverse stakeholders with differing opinions that sometimes conflict. Your director of Marketing strongly believes that you should add a major new feature to reach a new market. Your CEO believes that the new feature is too expensive and thinks you should focus on other features to make existing customers happier. The CEO says that as Product Owner it is ultimately your decision. You think both perspectives have merit, but you cannot do both. How should you proceed? (choose the best answer)

- A. Better understand the positions of other stakeholders to gather more information, then make a decision
- B. Trust the Director of Marketing's opinion and add the features; when revenues increase, you will be vindicated.
- C. Devise an experiment that will help the company to better understand the new market and its potential.
- D. Trust the CEO's opinion and focus on current customers, since you cannot afford unhappy customers.

Question 299

Negative value can be in the form of _____ (choose ALL that apply)

- A. Decreasing system performance
- B. Rendering a feature no longer usable
- C. A clunkier user interface
- D. New defects
- E. Increasing system downtime

Question 300

The current productivity of one Scrum Team is high. Mike, the new Product Owner, projected that there would be a delay in Increment delivery. Mike decided to add one more Scrum Team to improve productivity.

What will be the immediate impact on the productivity of the original Scrum Team? (choose the best answer)

- A. The productivity remains unchanged.
- B. The productivity decreases.
- C. The productivity increases.

Question 301

Personas can help to: (choose the best answer)

- A. Formulate hypotheses about product value.
- B. Understand market potential
- C. Discover key buying triggers
- D. E) All of the above.

Question 302

The Developers have the final say on when to release an increment. (choose the best answer)

- A. True. The Developers are accountable for doing the work and owning the release process.
- B. False. The increment is released after it has passed UAT.
- C. True. The Developers deploy to production when the increment is shippable.
- D. False. The Product Owner decides when it is best to release.

Question 303

Which of the following are not allowed in Scrum?

- A. Using User Stories.
- B. Having two Product Owners in a Scrum Team.
- C. A Sprint 0.
- D. A Release Sprint.
- E. Using Story Points.

C. Non-functional requirements are reflected in the Sprint Goal.

- D. Non-functional requirements can be added to the Definition of Done.

Question 305

What statements are correct for the time during a Sprint?

- A. No changes are made that would endanger the Sprint Goal.
B. The Product Owner and the Development team usually not interact.
C. The Scrum Master tracks the progress towards the Sprint Goal.
D. Quality goals do not decrease.
E. Scope may be clarified and re-negotiated between the Product Owner and Development Team as more is learned.

Question 306

Is it required to do testing tasks, necessary to achieve the Product Goal within the Sprint?

- A. YES
B. NO

Question 307

What does the Daily Scrums improve?

- A. Quick decision-making.
B. Communications.
C. Impediment identification.
D. Elimination of other meetings.

Question 308

The Product Owner can nominate a "Lead Developer" as a single point of contact.

- A. False
B. True

Question 309

Which two of the following answers are not correct about the Product Owner accountability _____ (role = outdated term)?

- A. The Product Owner decides which developer does what.
B. The Product Owner has to participate in the Daily Scrum.
C. The Product Owner measures the progress of a release.
D. The Product Owner is responsible for maximizing the value.

Question 310

What elements does the Sprint Backlog consist of?

- A. The Sprint Goal.
B. The Definition of Done.
C. The Team Commitment.
D. The Product Backlog items selected for the Sprint.
E. The plan for delivering.

Question 311

Select the five Scrum Values.

- A. Openness
B. Courage

C. Agility
D. Focus
E. Commitment
F. Self-organization
G. Respect
H. Effectiveness

Question 312

What is the Sprint Backlog? (choose the best answer)

- A. The Product Backlog items selected for this Sprint
B. The Product Backlog items selected for this Sprint plus the plan for delivering them
C. The plan for delivering Product Backlog items
D. The Product Backlog items selected for this Sprint plus the Team Backlog items

Question 313

How do timeboxes help the Product Owner and the other members of the Scrum Team validate assumptions, adapt, and maximize the value of their product? (choose the best answer)

- A. Timeboxes help by making sure a Sprint does not stop until all testing is done, and the work is verified by the Product Owner.
B. At the end of each Sprint when the timebox expires a detailed report with all test cases and test results is available.
C. Timeboxes assure the Product Owner that the Developers will finish all work on the Sprint Backlog by the end of the Sprint.

Question 314 Technical debt causes a greater percentage of the product's budget to be spent on maintenance of the product.

C Technical debt does not influence the delivery of value.

A Product Owner is entitled to postpone the start of a new Sprint after the conclusion of a previous Sprint for the following reason:

(choose the best answer)

Question 317 There is no acceptable reason. A new Sprint starts immediately after the conclusion of the previous Sprint.

What is the Product Owner accountable for in Scrum? (choose the best answer)

A Refining the top level Product Backlog items until they are ready to be handed over to the Scrum Team.

B Describing an Increment at Sprint Planning and making sure that the Developers deliver it by the end of the Sprint.

C Writing the User Stories so they are comprehensive enough for the stakeholders.

D Maximizing the value of the product resulting from the work of the Scrum Team.

Question 315

How does an organization know that a product built using Scrum is successful? (choose the best answer)

A By measuring that velocity has increased since the last release

B By releasing often, and updating key performance indicators (KPIs) on value after every release and feeding this information back into work on the Product Backlog

C By measuring the actual time spent on development versus the time estimated for development

Question 318

The Product Owner's authority to change and update the Product Backlog is unlimited, except for: (choose the best answer)

A Technical and architectural work that needs to be done first, as indicated by the chief enterprise architect.

B Items the Scrum Master has identified as impediments.

C Decisions by the CFO, the CEO or the board of directors.

D Decisions by the chief program manager.

E High impact changes that have not been approved by the change request board.

F There are no exceptions; the entire organization must respect a Product Owner's decisions.

Question 319

It is mandatory for the Product Owner to monitor and share progress of the Product Backlog by using which method?

(choose the best answer)

A A Product or Release burn-down chart.

B A Value burn-up chart.

C A Gantt chart.

D Any practice based on trends of work completed and upcoming work.

E A Sprint Review acceptance report.

Question 320

When does a Developer become accountable for the value of a Product Backlog item selected for the Sprint?

(choose the best answer)

A During the Daily Scrum.

B Never. The entire Scrum Team is accountable for creating value every Sprint.

C Whenever a team member can accommodate more work.

D At the Sprint Planning Event.

Question 321

Adaptation requires regular inspection. In what ways does the Product Owner contribute to the results achieved by inspection?

(choose the best two answers)

A The Product Owner verifies the Sprint Backlog for completeness at the end of Sprint Planning in order to allow the Sprint to start.

B The Product Owner shares the current state of Product Backlog at the Sprint Review, which, combined with the inspection of the Increment, leads to an updated Product Backlog.

C The Product Owner invites stakeholders to the Sprint Review to learn how the current state of the marketplace influences what is the most valuable thing to do next.

D The Product Owner inspects the Sprint burn-down at the Daily Scrum for progress towards a complete Increment and re-planning the team's work.

Question 322

What should Developers do if the Product Owner is unavailable? (choose the best answer)

- C. Ask the Product Owner's manager to decide in the Product Owner's absence.
- D. Within the Sprint, the Developers make the best decisions possible to assure progress toward the Sprint Goal, re-aligning with the Product Owner once they are available again.

Question 323

A Scrum Master is not only a servant-leader to the Scrum Team and organization, it's also considered a management position. Which three activities describe what a Scrum Master manages as reflected by the Scrum Guide? (choose the best three answers)

- A. Managing the Product Backlog items and work in the Sprint Backlog.
 - B. Managing the process in which Scrum is applied.
 - C. The way Scrum is understood and enacted within the organization.
 - D. Removing organizational impediments that limits the team's progress and productivity.
 - E. Managing the capacity and utilization of each Development Team member.
- F. Reporting on the performance of the Sprint.

Question 324

Paul is a Product Owner for multiple products. Each product is allocated a dedicated Scrum Team and a set budget. Based on the average velocity of a previous product release, Paul had estimated a new product to take 9 Sprints to complete. The average velocity of the previous product release was 50 completed units of work per Sprint. Over the first 3 Sprints, the Development Team reported an average velocity of 40 completed units per Sprint, while not fully completing the required integration tests. The Development Team estimates that integration testing would require additional effort to make the increments shippable. The Development Team is unsure if the required velocity is achievable. What is the most effective way to recover? (choose the best answer)

- A. The Development Team informs Paul that the progress he has perceived to date is not correct. The Increment is not releasable. They give Paul their estimate of the effort it would take to get the previous work 'done,' and suggest doing that work first before proceeding with new features. The team also re-estimates the effort to make the remaining Product Backlog items 'done', including all integration effort.
- B. In the next Sprints, the Development Team strives to make the selected work as close to 'done' as possible and at the minimum 90% completed. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.
- C. The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each member. He/She will keep track of unused resources so that it does not impact the budget. Unused budget can be allocated for additional Sprints if needed.
- D. The Scrum Master sets the open work aside to be performed in one or more release Sprints. They remind Paul to find funding for enough Release Sprints in which this remaining work can be done. Up to one release Sprint per three development Sprints may be required. It is Paul's role to inform users and stakeholders of the impact on the release date.

Question 325

Paul, a Product Owner of one of the Scrum Teams, has been attending the Daily Scrum. During the Daily Scrum, the Development Team members have been reporting their daily work to Paul so that he is aware of their Sprint progress and what each member is working on. What is the best action for the Scrum Master to take? (choose the best answer)

- A. Ask Paul to stop attending the Daily Scrum.
- B. Allow the Paul to participate in the Daily Scrum as he is responsible for the success of the product.
- C. Facilitate the Daily Scrums to avoid any conflicts between the Development Team members and Paul.
- D. Coach Paul and Development Team members on the purpose of the Scrum events and let them figure out what to do in this situation.

Question 326

Steven, the Scrum Master, is approached by one of the Development Team members saying that they are not completing regression tests for all of the work they are performing to the level defined in the Definition of Done. They have discussed this with the Product Owner and decided to remove regression testing from the Definition of Done. Which two actions are the most appropriate for Steven to take? (choose the best two answers)

- A. Reject the decision as the long term maintainability of the product will be negatively impacted by modifying the Definition of Done
- B. .
- C. Ask the Development Team and the Product Owner what problem they are trying to solve by altering the Definition of Done and removing regression testing from it. In what ways will this decision impact transparency and quality?
- D. Accept the decision as a mutual agreement has been made between the Development Team and the Product Owner.
- E. Ask the Development Team and the Product Owner if they are still able to produce potentially shippable product increments by altering the Definition of Done?

Question 327

At the end of the eighth Sprint, the internal sponsors are upset and angry with the progress of the product being built. The current state of the product is not as expected and will require additional Sprints and more budget than originally anticipated at the start of the project. What factors may have led to this? (choose the best three answers)

progress of the project.

Question 328

Three Development Teams are currently building a single product and pulling work from the same Product Backlog. All three teams have identified that they will need Dan, a database specialist, to work full time in their team for the next several Sprints. What should Steven, the Scrum Master, do to solve this potential problem? (choose the best answer)

- A. Manage the items in the Sprint Backlogs so that Dan can be utilized evenly for each team.
- B. Facilitate a discussion with all Development Teams on how they want to deal with this issue, and help them implement their preferred solution.
- C. Assign Dan to the team with the most urgent tasks first and then move him to the next team and so on until the required support is completed.
- D. Ask Dan to work with the HR department to recruit and hire additional database specialists. In the meantime, have the Product Owner move items that do not depend on Dan to the top of the Product Backlog

Question 329

An organization wants to apply Scrum to build a new product and has hired Steven to be the Scrum Master of three new teams that will build the first release. The organization is new to Scrum and asks Steven for advice on how to start. Which two things should Steven first advise?(choose the best two answers)

- A. Having one Product Owner to be accountable for maximizing the flow of value throughout the development process and provide transparency on the overall progress.
- B. Three Product Owners, one for each Scrum Team.
- C. One Product Backlog to represent all of the known work needed to be done for the product.
- D. Each Scrum Team has its own Product Backlog with items only their team will be working on

Question 330

A Development Team has a total of six members, 4 members who work full time in the office and 2 members who work part time at home. The Development Team is complaining that it is too difficult to synchronize every day and has suggested having the Daily Scrum every other day instead.What would be three key concerns if the Daily Scrum is held less frequently?(choose the best three answers)

- A. The Product Owner cannot accurately inspect utilization of the individual team members.
- B. Impediments are raised and resolved more slowly.
- C. Less information about the progress will be shared causing the Sprint plan to become inaccurate and reducing transparency over progress toward the Sprint Goal.
- D. Opportunities to inspect and adapt the Sprint Backlog are reduced.
- E. The Scrum Master loses the ability to update the burndown chart adequately.

Question 331

Steven is a Scrum Master asked to assist in creating five new Scrum Teams that will be working to build a highly anticipated product. He talks with them about the importance of being able to integrate their Increments by the end of their Sprints. This includes the first Sprints. The product is very important to both the end users and the organization. Of the choices raised by future team members, what would Steven encourage? (choose the best answer)

- A. 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.
- B. 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.
- C. 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.
- D. 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.

Question 332

According to the values of Scrum, which is the best way to create Development Teams?(choose the best answer)

- A. The Product Owner will create a skills matrix according to what is needed for the project and work with the technical leads to allocate resources to the team.
- B. Provide boundaries to the developers and allow them to self-organize into Development Teams.
- C. Work with the leadership team to allocate members according to skills, seniority and experience to ensure that all Development Teams are balanced fairly.

Question 333

When multiple Scrum Teams are working from the same Product Backlog, also known as scaled Scrum, they must still work in conformance of the Scrum guide.

- A. False
- B. True

Question 334

In Scrum, how would budgeting and financial forecasting be performed?(choose the best two answers)

- A. Budgeting is not necessary as the only funding necessary is the operational costs of the Scrum Teams.
- B. Fixed budgets are not allowed in Scrum.
- C. Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.
- D. A single release may be funded with several Sprints where every Sprint is producing shippable increments.

Question 335

- A. Clearly defined functional teams within the Development Team to define handoff phases during development.
- B. Creating an integrated, and potentially shippable increment by the end of each Sprint.
- C. Having a mixture of different levels of skills and experience to promote domain knowledge sharing.
- D. Schedule formal trainings.
- E. Timeboxing the events in Scrum to allow for regular inspection and adaptation creating opportunities to adjust course in any given path.
- F. Extend Retrospectives to include formal training.
- G. Educate stakeholders and clients about Scrum.
- H. Arrange 1:1 coaching sessions to discuss any identified concerns Steven may have.
- I. Penalize any Scrum Team members who are not staying within the Scrum Framework.

Question 335

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 team will be added to work on the same product. What might be the impact on the original team? (choose the best answer)

- A. Their velocity is likely not affected and will remain at 55.
- B. Their velocity is likely to drop and be less than 55.

Question 336

Peter, the Product Owner, has been giving positive recognition to individual Development Team members who have moved their work to 'done' during the Daily Scrum. Peter wants to ensure the team is adhering to the ideal guideline on the burndown chart. What would be two valid actions for Steven, the Scrum Master, to take? (choose the best two answers)

- A. Steven coaches Peter on best practices for updating the burndown chart as it provides accurate information on how well the team is performing.
- B. Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.
- C. Steven coaches the Scrum Team about the purpose of the Daily Scrum.
- D. Nothing. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.

Question 337

A Scrum Team has requested a hardening Sprint to integrate the work produced in previous Sprints and test before releasing. What three scenarios has likely occurred? (choose the best three answers)

- A. Scrum has been customized in a suitable manner to make the previous work releasable.
- B. The Development Team is having difficulties with the ability to regularly release during a Sprint.
- C. The team's Definition of Done is not being adhered to during every Sprint.
- D. Hardening Sprints are supported by the Scrum framework so this is acceptable.
- E. The team's Definition of Done is weak or incomplete causing a build up of technical debt.

Question 338

Which three statements best describes the purpose of having a Definition of Done? (choose the best three answers)

- A. It is a checklist to monitor the Development Team member's progress on a task.
- B. It provides guidance to the Development Team when they are forecasting their Sprint Backlog during the Sprint Planning.
- C. It helps the Development Team defer any pending work to subsequent Sprints.
- D. It creates transparency and provides a common understanding of the 'done' state of the Increment at the Sprint Review.
- E. It helps the Scrum Team decide how much time is needed before the Sprint can end.
- F. As the Development Team is doing the work, it provides guidance on the remaining work needed to create the potentially shippable Increment by the end of the Sprint.

Question 339

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)

- A. Collaboration efforts.
- B. Level of product quality.
- C. Team member happiness.
- D. Time to market.
- E. Trust from stakeholders.
- F. All of the above.

Steven, a Scrum Master, is approached by the Development Team members complaining that one of the senior engineers is using too much time during the Daily Scrums to share technical solutions. Which are the best 2 actions for Steven take? (choose the best two answers)

- A. Speak with the person privately and coach him on the purpose of the Daily Scrum.
- B. Suggest using a token to limit who is allowed to speak during the Daily Scrum.
- C. Contact the team member's direct manager and to resolve this problem.
- D. Suggest that the team members time box the amount of time each person can speak at the Daily Scrum to a maximum of 2 minutes.
- E. Coach the Development Team to help them find a way to solve the problem, and for them to take ownership of the solution.

Question 341

During the implementation of an item in the Sprint Backlog, a conflict arises between team members about what work is needed to make the item 'done.' Some say it is a part of the Definition of Done and others say it isn't. Steven, the Scrum Master, observes a debate forming and members beginning to take sides. What is the best action for Steven to take? (choose the best answer)

- A. Immediately end the discussion before it becomes worse. Steven will make the decision on what work is needed to make the item 'done.' and teach the team about the importance of avoiding conflict.
- B. Bring the Product Owner to the discussion and have him/her decide the work needed to make the item 'done.' It is the Product Owner's responsibility to manage the Development Team members.
- C. Bring the Development Team members together and Steven will interpret the Definition of Done for them so that there is no future conflicts on interpretation.
- D. Facilitate a session with all members on the Scrum Team to help them resolve the conflict, refine the Definition of Done, and become effective again. Tell the team that conflicts are a natural occurrence and coach them on the value of resolving conflicts.

Question 342

Steven, the Scrum Master, observes that one of the Development Team members is not attending the Daily Scrum. The Development Team feels this is OK as they all sit in the same area and already have constant communication throughout the day. Which is the best action for Steven to take? (choose the best answer)

- A. Start running the Daily Scrum and require all members to be in attendance.
- B. Talk to the Development Team member privately and tell him that he needs to be a team player.
- C. The Daily Scrum is owned by the Development Team and it is their responsibility to decide which team members must participate.
- D. Ask the Development Team, what value will result from having all team members present at the Daily Scrum and what are the risks if members don't attend.

Question 343

Over the course of several Sprints, the relationship between the Product Owner and the Development team has suffered. The Development Team is upset with the Product Owner for the constantly changing the upcoming items for the product. The Product Owner is upset with the Development Team for changing the work that needs to be done during the Sprint. What should Steven, the Scrum Master, do? (choose the best answer)

- A. During the Sprint Retrospective, ask the Product Owner and the Development team to address the issues. Have the team discuss why the changes occur and what impact they have on the value of the product.
- B. Explain to the Development Team that the Product Owner is accountable for flow of value and needs to be followed in order to maximize the value delivered.
- C. Take the time between Sprints to organize a team building session to rebuild the relationship.
- D. The Scrum Master's responsibility is to ensure the Development Team has a stable velocity. Any changes that negatively impact the team's velocity will be rejected by the Scrum Master.

Question 344

Individual Development Team members have been approaching Steven, the Scrum Master, to complain about Chris. Chris has the most experience on the system they are building. He often questions the choices team members make in design and architecture making them feel bad. What are two good ways for Steven to address this problem? (choose the best two answers)

- A. Steven tells the concerned members that Chris' opinions should be respected as he has the most experience and understands what is best for long term sustainability.
- B. Steven suggests facilitating a session with the full team to help resolve the issue.
- C. Steven observes whether this topic is raised at the Sprint Retrospective. If not, then check with the team on how comfortable they are with the way the design and architecture is being handled.
- D. Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.
- E. Take the time between Sprints to organize a team building session to build a stronger relationship.

Question 345

- D. Split the item and add the estimation of the completed work to the current Sprint so not to impact the velocity and add the 'undone' work to the next Sprint.

Question 346

You have been hired as a Scrum Master for a company that has been doing business for over 50 years. In order to stay competitive, they have started an initiative to digitize their legacy systems. The company has several Scrum Teams working on different components that will be integrated to a single back office platform. Your team is responsible for building the back office platform and for integrating all other components. The Scrum Teams work in two weeks Sprints and is expected to deliver all functionality in six Sprints. During development, requirement changes in the other components has been slowing down your team's progress. Because of these changes, your team has estimated that they will not be able to deliver all expected work within the original timeframe. The Scrum Teams working on the other components confirm that they are still on track to meet the expected delivery date. The program manager in charge of the digitization initiative is upset and angry with your team. As a Scrum Master, what could you do to help the Product Owner? (choose the best answer)

- A. You remove all items from the Product Backlog for which development is forecasted to be beyond the expected date. These are likely to be low value anyhow.
- B. You suggest adding additional developers to the team in order to increase velocity and meet the original date.
- C. You suggest working with the program manager and the other teams on the ordering and the value of your team's open Product Backlog items to redefine the possible delivery date.
- D. You shorten your team's Sprints to be ready sooner.

Question 347

Steven is a Scrum Master for three different teams building a single product from the same Product Backlog. Development Team members from each team has approached Steven complaining that their team needs Nicole, an external specialist, to commit full time for their next Sprint. Which three acceptable solutions would Steven consider? (choose the best three answers)

- A. For Sprints that require Nicole's expertise for more than one team, combine the teams into one and separate when they no longer need to share her services.
- B. People from the Development Teams with an interest in Nicole's domain could volunteer to take on this work in their respective teams.
- C. Ask Nicole for a plan to hire and train additional people in her domain, and in the meantime work with the Product Owner and Development Teams to re-prioritize the work so that tasks not depending on Nicole can be done first.
- D. Create a team with Nicole and people from the teams to temporarily work in Nicole's domain to serve the existing teams.
- E. Have the Development Team re-order the Product Backlog so Nicole can serve one team full-time in a Sprint.
- F. Investigate whether applying additional techniques or frameworks for scaling Scrum would be appropriate for this product team in the future, since you have multiple Scrum Teams working on the same product, with dependencies between the teams.

Question 348

At the fifth Sprint Retrospective, the Product Owner mentions that he is surprised about the amount of technical debt that has built up in the system and that the product is not able to support an adequate number of users. Peter, the Product Owner, is upset that the product will need several more Sprints to address the scalability issues in order to meet his expectations. What factors may have led to this? (choose the best answer)

- A. The Scrum Team has not used the past Sprint Retrospectives effectively to inspect and adapt.
- B. The Development Team has not been paying enough attention to technical quality.
- C. The Development Team and the Product Owner are not having conversations around technical debt.
- D. The Scrum Master has not ensured that the Scrum Team is transparent.
- E. All of the above.

Question 349

During Sprint Planning, the Definition of Done will help the Development Team forecast the amount of work, selected from the Product Backlog, deemed feasible to make 'done' by the end of the Sprint. Which two items best describes what 'done' means? (choose the best two answers)

- A. All the work needed to prepare the Increment for User Acceptance Testing.
- B. All the work needed to prepare the Increment for Integration Testing.
- C. All the work performed as defined in the Definition of Done.
- D. Having an Increment of working software that is potentially releasable to the end users.
- E. All the work completed within the current skills and expertise in the Development Team.

Question 350

What is the principal value of releasing an Increment? (choose the best two answers)

- A. To learn about the forecast of functionality that was developed.
- B. To learn about the Scrum Team's productivity.
- C. To validate assumptions made when developing the product.

Question 351

What is a Product Backlog? (choose the best two answers)

- A. It is a formally approved list of requirements to be implemented over a set period.

Backlog managed by the Developers.

Question 354 The Product Backlog is an emergent, ordered list of what is needed to improve the product.

What two things best help the Product Owner manage the value of a product? (choose the best two answers)

- A. Setting values on individual Product Backlog items using Value Points as long as a product exists.
- B. Validating assumptions of value through frequent releases.
- C. The order of the Product Backlog.
- D. Devising a formula for a neutral calculation of value

Question 352

How important is it for a Product Owner to order Product Backlog items by using value points? (choose the best two answers)

- A. The Product Owner may order the Product Backlog by using value points or select another technique, the decision is up to them.
- B. Calculating value points is a predictive approach that conflicts with the empiricism of Scrum, and is therefore not acceptable.
- C. Using value points is the ultimate way for a Product Owner to predict the value that the product will provide.

Question 355

What phrases best describe the relationship of the Product Owner and the Developers? (choose the best two answers)

- A. They should work apart as much as possible in order to keep the concerns of business and technology separated.
- B. They collaborate often so the Developers build Increments keeping end-user and stakeholder concerns in mind.
- C. The Product Owner should be with the Developers full-time to grow a deep understanding of the technology being used.
- D. They should share no more than the Sprint Planning and the Sprint Review meeting.
- E. They collaborate often so the Product Owner can make informed decisions in balancing effort and value of Product Backlog items.

Question 356

To create focus which of the following are most important to have ready when Sprint Planning begins? (choose ALL that apply)

- A. A clear cadence of when the Daily Scrum will take place.
- B. A Product Backlog with the most important items ready for discussion.
- C. A Product Goal communicated by the Product Owner.
- D. A fully refined Product Backlog.
- E. A clear and non-negotiable Sprint Goal.
- F. Formal budget approval to conduct another Sprint.

Question 357

What best describes the relationship of the Product Owner and the stakeholders? (choose the best answers)

- A. The Product Owner has the final call over the requirements and should involve the stakeholders as little as possible.
- B. The Product Owner writes the User Stories as provided by the stakeholders.
- C. The Product Owner provides the stakeholders with acceptance forms at the Sprint Review to record their formal agreement over the delivered software.
- D. The Product Owner actively asks for stakeholder input and expectations to incorporate into the Product Backlog.

Question 358

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

- A. Re-negotiate the selected Product Backlog items with the Developers.
- B. Inform management that more resources are needed.
- C. Change the Sprint Goal.
- D. Skip Product Backlog refinement activities.
- E. Cancel the Sprint.

Question 359

Which two statements explain why the Definition of Done is important to the Product Owner? (choose the best two answers)

- C. It helps the Product Owner track the open work during a Sprint.
- D. It establishes the expected quality of the Increment reviewed at the Sprint Review.

Question 360

True or False: The Sprint Review is the only time at which stakeholder feedback is taken into account.

- A. True
- B. False

Explanation:

A Product Owner engages actively and regularly with stakeholders. However, to limit the disturbance to the development progress and keep focus high, the stakeholders have a formal role in the process at the Sprint Review only.

Question 361

True or False: A first Sprint can start before the Product Owner has a complete and exhaustive Product Backlog in place.

- A. True
- B. False

Question 362

Which two activities will a Product Owner engage in during a Sprint?(choose two)

- A. Update management on what is being worked on
- B. Answer questions from the Developers about items in the current Sprint
- C. Prioritize the Developers' work on the Sprint Backlog
- D. Run the Daily Scrum
- E. Work with the Stakeholders
- F. Update the Sprint burndown chart

Question 363

Which outcome is expected as a Scrum Team matures?(choose the best answer)

- A. The Sprint Retrospectives will grow to be longer than 4 hours.
- B. They will improve their Definition of Done to include more stringent criteria.
- C. A Scrum Master is no longer needed since they are a mature team now.
- D. There will be no need for a timeboxed Sprint.
- D. Sprint Reviews will no longer be needed

Question 364

The Scrum Master observes the Product Owner struggling with ordering the Product Backlog.What is an appropriate action for the Scrum Master to take?(choose the best answer)

- A. Present the Product Owner with an ordered Product Backlog to use.
- B. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize value
- C. Encourage the Product Owner to work with the Developers to see which items technically are fastest to implement.
- D. Suggest the Product Owner extend the Sprint, so he can have more time to order the Product Backlog
- E. Suggest that the Developers order the Product Backlog to be sure that it is a feasible ordering of work.

Question 365

A Product Owner wants advice from the Scrum Master about estimating work in Scrum. What guidance should a Scrum Master give?(choose the best answer)

- A. Estimates are made by the Product Owner, but are best checked with the Developers.
- B. Scrum forbids estimating.
- C. Estimates must be in relative units.
- D. Estimates are made by the people doing the work.
- E. Product Backlog items must be estimated in story points.

Question 366

The Definition of Done serves which three purposes?(choose the best three answers)

- A. Describe the purpose, objective, and timebox of each Scrum event
- B. Guide the Developers on how many Product Backlog items to select for the Sprint
- C. Describe the work that must be done before the Sprint is allowed to end
- D. Create a shared understanding of when work is complete.
- E. Increase transparency.

Question 367

When multiple Scrum Teams are working on a single product, what best describes the Definition of Done? (choose the best answer)

- A. When multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done.
- B. Each Scrum Team defines and uses its own. The differences are discussed and reconciled during a biweekly Sprint.

During Sprint Planning the Product Owner and the Developers are unable to reach an understanding about the highest order Product Backlog items. Because of this, the Developers are unable to determine how many Product Backlog items they can forecast for the upcoming Sprint. However, the Product Owner and the Developers are able to agree on a Sprint Goal.

Which of the following actions should the Scrum Master support? (choose the best two answers)

- A. Cancel the Sprint. Send the entire team to an advanced Scrum training and then start a new Sprint.
- B. Ask everyone to take as much time as needed to analyze the Product Backlog first, and then reconvene another Sprint Planning meeting
- C. Continue the Sprint Planning event past its timebox until an adequate number of Product Backlog items are well enough understood for the Developers to make a complete forecast. Then start the Sprint.
- D. During the next Sprint Retrospective discuss why this happened and what changes will make it less likely to recur.
- E. Forecast the Product Backlog items that are most likely to meet the Sprint Goal and create the Sprint Backlog. Conclude Sprint Planning and start the development work. Continue to analyze, decompose, and create additional functionality during the Sprint

Question 369

Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the quality of the product. What are two good options for the Scrum Master? (choose the best two answers)

- A. Bring the concern to the testers to improve how the Product is verified.
- B. Wait to bring this up until the Sprint Retrospective.
- C. Coach the Product Owner on how to talk with the Developers about this concern
- D. Explain to the Product Owner that it is up to the Developers to decide on acceptable quality standards
- E. Encourage the Product Owner to put quality specifications on the Product Backlog and express the stakeholder's concern to the Developers.

Question 370

As a Scrum Master, you've observed that the Scrum Team is consistently struggling at the Sprint Planning. The Product Owner and Development Team are having long discussions to get a better understanding of Product Backlog item requirements. Occasionally, important information cannot be provided in the meeting. This makes it more difficult to create a forecast for the Sprint. Which of the following would be the most appropriate response? Choose the best answer

- A. Suggest hiring a Business Analyst to manage the Product Backlog. The Product Owner can focus on collecting the requirements for the Business Analyst to create and add User Stories to the Product Backlog.
- B. Have the Product Owner work with stakeholders between Sprints. Only when enough requirements are collected, start the next Sprint Planning. In the meantime, have the Development Team work on technical debt.
- C. Create Sprint Backlogs before the start of the Sprints in order to save time at the Sprint Planning.
- D. Have the Development Team allocate some time during each Sprint to help the Product Owner analyze, estimate, and design items at the top of the Product Backlog and projected to be introduced in the upcoming Sprint.

Question 371

A Development Team is struggling with running their Daily Scrum effectively. Random people are not able to show up on time, making it difficult to start the Daily Scrum on time. This is disrupting the flow of the event and makes it painful to align. As a Scrum Master, what are the most appropriate ways to respond? Choose the best two answers

- A. You ask them what they think should be done to ensure that their Daily Scrum is effective and meets its purpose. Allow them to own the solution.
- B. You suggest that they can experiment with different times or location in order to figure out what's most suitable for them.
- C. You advise them to only hold the Daily Scrum when everyone is available at the same time.
- D. You serve the team by contacting the members before the Daily Scrum as a reminder. This will help them develop a habit.

Explanation:

Because the Daily Scrum is owned by the Development Team, it's their responsibility to manage and run the event. This includes finding the best time and place. The Scrum Master can coach them on making decisions that stay in alignment with the Scrum Framework but does not tell them when, where, or how to run the Daily Scrum.

Question 372

How can technical debt effect velocity? Choose the best two answers

- A. They are unrelated. Technical debt are considered non-functional requirements and does not count towards velocity as estimations are exclusive to end user functionality.
- B. During a Sprint, the Development Team's velocity may suddenly drop when they unexpectedly encounter technical debt.
- C. A Development Team can have a perception of a higher velocity by ignoring technical debt.
- D. Technical Debt should not consume more than 10% of the capacity of the Development Team. This minimizes impact on the team's velocity.

Question 373

An organization is adding additional Scrum Teams to one of their products. This is also referred to as scaling Scrum as more than one team will be working from a single Product Backlog.

- C. The Scribe Team with the highest velocity is prioritized to pick up the Product Backlog Item first.
D. Share the number of the Product Backlog Item equally to all teams.

Explanation:

Scrum is a framework with built in flexibility to support multiple Scrum Teams working on a single product. When multiple Scrum Teams are working on the same Product, they must still work in conformance of the Scrum guide.

Question 376

Which of the following are considered preferred Product Owner stances? (choose all that apply)

Question 374 Writer

The role of a Scrum Master is one of many stances depending on the context and situation at hand. Which of the following would NOT be considered a preferred stance? Choose the best three answers

- A. The Admin
- B. A Change Agent
- C. A Mentor
- D. A Manager
- E. A Scribe
- F. The Scrum Police

B. The Decision Maker

C. The Collaborator

D. The Visionary

E. The Subject Matter Expert

Question 377

Who is allowed to make changes in the Product Backlog? (choose the best two answers)

- A. Anyone.
- B. The Product Owner
- C. The Key Stakeholders
- D. The Developers, in agreement with the Product Owner.

Question 378

When determining the ordering of an item on the Product Backlog, what are some things a Product Owner should consider? (choose all that apply)

- A. Alignment with business strategy and goals
- B. Importance to customers
- C. The complexity of developing the Product Backlog Item
- D. Risk
- E. Alignment and dependencies with existing Product Backlog items

Question 379

What is TRUE about the Stakeholder's role in Scrum? (choose the best answer)

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

Question 380

Peter has joined the company as a new Product Owner. Peter is struggling to measure the rate of innovation.

What are the appropriate approaches? (choose the best three answers).

- A. Measure the time spent on unplanned maintenance items each Sprint.
- B. Measure the ratio of maintenance of people versus new product development people.
- C. Calculate the average amount of time it takes from when an error is detected and fixed.
- D. Calculate the average amount of time from when an impediment is raised until when it is resolved.
- E. Count the number of Product Backlog items that are new features versus the planned maintenance items that are about technical debt, bugs, and upgrades.

Explanation:

Any of the compositions above will give you an innovation ratio that can monitor over time. The other options are Mean Time to Repair and Time to Remove Impediment.

The effectiveness of an organization to deliver new capabilities that might better meet customer needs. The goal of looking at the A2I is to maximize the organization's ability to deliver new capabilities and innovative solutions. Organizations should continually re-evaluate their A2I by asking:

Question 381

Zara company's best selling app has started to have its user base erode by new competing apps that have newer and more popular features. An important stakeholder believes that Zara's app user base can be restored by adding several customer requests to the product backlog that would be prioritized over other planned product initiatives. This set of requested features would take over a year to implement and release and delay other items in the backlog.

What should Zara do? (choose the best answer)

- A. Implement and measure the result of a single feature in a shortened one month release cycle.
- B. Implement selected suggestions from each stakeholder so as not to upset any of your stakeholders.
- C. Postpone previously planned initiatives and start working on the backlog of customer requests as soon as possible.
- D. **Reach out to the customers to learn more about their needs and decide what to do next based on the information.**

Explanation:

The most important is not what the stakeholder believes, but what the customer really needs. So, Reach out to the customers to learn more about their needs and decide what to do next based on the information.

Question 382

Which statement describes the best way to learn from experiments? (choose the best answer)

- A. Running one experiment on the product that is open-ended is the best way to gather the most sufficient and accurate data.
- B. Running multiple experiments on the same product at the same time is the best way to reduce the cost of testing new ideas.
- C. Running multiple experiments on the same product at the same time is the best way to reduce the time and complexity of testing new ideas.
- D. **Running one experiment on the product at a time is the best way for you to understand how the results you observed affect your desired outcomes.**

Explanation:

When you run more than one experiment at once, you will not be able to tell which experiment caused the result you observed. Running multiple experiments on the same product at the same time does not help to reduce the cost and complexity of testing new ideas.

Question 383

Pick 3 activities that can be the responsibilities of the Product Owner. (choose the best three answers)

- A. Prioritize the Product Backlog
- B. Break down epic user stories into smaller ones
- C. Make technical decisions
- D. Design software
- E. **Create user stories**
- F. Volunteer for tasks and Provide estimates

Question 384

Which of the following is a benefit of using Scrum as an agile approach? (choose the best answer)

- A. **Managing the business' exposure to risk.**
- B. On-time delivery of fixed scope.
- C. Managing team member utilization.
- D. All of the above.
- E. Increasing team velocity.

Question 385

The ordering of the Product Backlog should NOT be influenced by software dependencies.

True or False :

- A. True
- B. **False**

Question 386

As a Product Owner, what sources of information might be useful in helping you to consider the value of the product ? (choose all that apply)

- A. **Market and research reports**
- B. **The Director of Sales**
- C. **The Scrum Team members**
- D. **The customers and users**
- E. **The CEO**

Question 387

As a Product Owner, what might you take into consideration when determining where an item belongs in the Product Backlog ? (choose all that apply)

Question 388

Which statements are correct about the Sprint length ? (choose all that apply)

- A. Sprint length is decided at the Sprint Planning.
- B. It is best to have a consistent Sprint length throughout the development of the product.
- C. Sprints are 1 month or less.
- D. The length of the Sprint should be proportionate for designing, developing, and testing.

Question 389

As a Product Owner, which of the following two activities are most important ? (choose the best two answers)

- A. Writing and adding User Stories to the Product Backlog.
- B. Clearly communicating the progress of the project and the strategies to customers and stakeholders.
- C. Always being near the Scrum Team in case they have questions.
- D. Working with customers and stakeholders to identify the most important needs of the product.

Question 390

In order to make investment decisions, the Product Owner is likely to look at the Total Cost of Ownership (TCO) of the product being built. What costs will a Product Owner take into account? (choose the best answer)

- A. The accumulated cost over the earned value of the product.
- B. The money spent on development and delivery of the product.
- C. All investments required to conceive, develop, operate and maintain the product.

Feedback

The Product Owner is not only accountable for development and release of a product, but also the cost of maintaining and operating the product over its lifetime.

Question 391

True or False: The Scrum Team must choose at least one high priority process improvement item, identified during the Sprint Retrospective, and place it in the Sprint Backlog.

- A. True
- B. False

Question 392

True or False: The value delivered by a product can only be determined by revenue.

- A. True
- B. False

Question 393

The Product Owner manages the Product Backlog. Who is accountable for estimating the effort to complete the Product Backlog items? (choose the best answer)

- A. The PMO.
- B. The Product Owner.
- C. The Developers.

Question 393.2

The Product Owner manages the Product Backlog. Who is accountable for estimating the effort to complete the Product Backlog items?

- A. The Development Team. As a collective, they have a complete view of the work needed to transform Product Backlog items into Increments of product.
- B. The PMO. They have all the history on projects delivered, and this enables the IT department to make delivery commitments.
- C. The Product Owner. The Product Owner is required to commit on delivery to the users and the stakeholders.

Question 394

What two phrases best describe the relationship of the Product Owner and the Development Team?

- A. They should work apart as much as possible in order to keep the concerns of business and technology separated.
- B. They collaborate often so the Product Owner can make informed decisions in balancing effort and value of Product Backlog items.
- C. The Product Owner should be with the Development Team full-time to grow a deep understanding of the technology being used.
- D. They collaborate often so the Development Team builds Increments keeping end-user and stakeholder concerns in mind.
- E. They should share no more than the Sprint Planning and the Sprint Review meeting

- A. It assures the Increment reviewed at the Sprint review is usable so the Product Owner may choose to release it.
- B. Update the work plan for the Development Team on a daily basis.
- C. Work with the Development Team on Product Backlog refinement.
- D. Create financial reporting upon the spent hours reported by the Development Team.
- E. Collaborate with stakeholders, user communities and product managers.

Question 396

Who creates the definition of "Done"?

- A. The development organization (or Development Team if none is available from the development organization).
- B. The Scrum Team, in a collaborative effort where the result is the common denominator of all members' definitions.
- C. The Product Owner as he/she is responsible for the product's success.
- D. The Scrum Master as he/she is responsible for the Development Team's productivity.

Question 396

How can a Product Owner use time-boxed Sprints to obtain feedback from users and the market?

- A. Through the assurance that a Development Team finishes all work on the Sprint Backlog.
- B. Through frequent delivery of Increments of the product into the market.
- C. By making sure a Sprint does not stop until all testing is done, and the work is verified by the Product Owner.
- D. At the end of each Sprint, a detailed report with all test cases and test results is available.
- E. A business analyst represents the Product Owner to make decisions on his behalf during the Sprint. This way the Product

Question 398

Which description best fits the role of the Product Owner?

- A. Project Manager 2.0
- B. Value Maximizer
- C. Requirements Collector
- D. Scope Protector
- E. Chief Analyst

Question 399

What variables should a Product Owner consider when ordering the Product Backlog?

- A. Effort first, then value.
- B. Development cohesion as indicated by the Development Team
- C. Lowest development cost in order to maximize ROI.
- D. The availability of resources and skills for implementation.
- E. Whatever is most appropriate for the Product Owner to achieve the product's goals and to optimize the value received.

Question 400

Learning turns into 'validated learning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?

- A. Release an Increment to the market to learn about the business assumptions built into the product.
- B. Accept an Increment at the Sprint review to learn about the forecast of functionality that was developed.
- C. Set the Sprint Goal before selecting Product Backlog items at Sprint Planning to learn about a Development Team's productivity.

Question 401

What pre-conditions must be fulfilled in order to allow Sprint Planning to begin?

- A. A fully refined Product Backlog.
- B. Formal budget approval to conduct another Sprint.
- C. A clear and non-negotiable Sprint Goal.
- D. A clear but negotiable business objective for the Sprint.
- E. Enough "Ready" Product Backlog to fill the Sprint.
- F. There are no such pre-conditions.

Question 402

As a Product Owner, which of the following would help you minimize waste in managing the Product Backlog?

- A. Ensure that Product Backlog items are written in a clear and unambiguous way.
- B. Have the Business Analyst manage the Product Backlog
- C. Only fully describe Product Backlog items when they are likely soon to be worked on.
- D. Ensure that the Product Backlog items include a detailed description of the technical solutions.

Question 403

- C. All of the above
- D. Engineering and test practices.

Question 404

What is likely to happen if the Product Backlog is not sufficiently clear enough at the Sprint Planning? (choose the best answer)

- A. Nothing would happen.
- B. The meeting is postponed until enough refinement is done to the Product Backlog.
- C. The Scrum Master has failed and should be replaced with a more experienced person.
- D. The Product Owner compensates with a clear Sprint Goal

- E. It will cause difficulties for the Scrum Team in creating a forecast of work for the Sprint.

Question 405

As a Product Owner, why should you have awareness of the software quality and that the Scrum Team conforms to the Definition of Done?

- A. To influence the product's Total Cost of Ownership.
- B. He doesn't need to be concerned as it is the responsibility of the Developers
- C. To be able to assign Developer tasks more effectively.
- D. To ensure the team maintains high velocity.
- E. To have full transparency on the work that was done.

The Sprint Review is considered as a "formal meeting".

- A. False
- B. True

What is the Increment?

All items in the Sprint Backlog that could be released regardless of whether the Product Owner decides to actually do it

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

The Product Backlog

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

True

If an item in the Sprint Backlog cannot be finished by the end of the Sprint (it turned out there is a lot more work to do than was estimated), the Sprint is cancelled.

False

What happens when a Sprint is cancelled? Select three.

- Any completed and "Done" Product Backlog items are reviewed
- If part of the work is potentially releasable, the Product Owner typically accepts it
- All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog

Sort Scrum events in the right order.

Sprint Planning
Daily Scrum
Sprint Review
Sprint Retrospective

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

- Articulating the product vision to the Scrum Team and the Key Stakeholders early and often
- Via the Product Backlog and iterating towards that vision every Sprint
- Utilizing the underlying empirical product planning features of Scrum

Who are the typical Key Stakeholders (select three)?

- The human people who actually use the product under development
- The people responsible for paying to use the product
- The people responsible for making the funding decisions for the product development effort

What happens during the Sprint? Select three answers.

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

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

- The risk that the product's value can get out of line with the marketplace
- Can customers actually absorb the new release?

Q1. The Developers have forecast the amount of Product Backlog items they believe they can complete, created a Sprint Backlog, and crafted a Sprint Goal. Who determines how the Developers do this work?

Q2. When should the Product Owner update the project plan?

Q3. Why does a Scrum Team need a Sprint Goal?

Q4. A Product Owner is needed for every:

Q5. What are the attributes of a good Product Vision and Strategy?

It describes what value means in the context of the product, and how it can be measured.

Q6. Your product's Current Value is low and your most recent three releases have failed to improve the Current Value, but the Unrealized Value of the product is high.

As a Product Owner focused on the long-term viability of your product, which strategy should you pursue?

Q7. Which of the following would likely be the least effective way to enhance the agility of your future product development?

Q8. In order to justify the price increase of a product, your primary objective should be to:

Q9. As:

9. If burndown charts are used to visualize progress, what do they track?

Q10. You started measuring product feature usage in your last release. You are surprised to learn that a sizable percentage of the features you thought were very important are never or rarely used.

Q11. Which of the following actions could you take to further evaluate this unexpected result?

Q12. Managing a Product Backlog involves which of the following activities?

Q13. You have been a Product Owner at a new company for a few weeks. It has become clear to you that many people, both inside and outside the Scrum Team, expect close involvement in the decisions that you, as a Product Owner, are accountable for.

Q14. When the Product Owner is too busy to work with all of the teams in a multi-team product development effort, which strategy will help them?

Communicate a clear Product Goal and delegate some activities to the Developers.

Q15. The Developers have struggled to get all of their forecasted work done during the last three Sprints. As a Product Owner what steps could you take to help the Developers improve their ability to deliver a done Increment?

Q16. Why should the Product Owner care that the Developers adhere to the Definition of Done?

Q17. Which of the following statements is true about the Product Vision?

Q18. What sources of information should you consider when deciding whether to drop the price as the Sales Leader is suggesting?

Q19. As Product Owner you have confirmed that the data is accurate and believe that the data is valuable to help you and your team. What should you do?

An influential stakeholder does not believe the data showing the usage rates, and insists that a particular feature is essential, despite data showing low usage rates. The stakeholder believes that measuring feature usage is a waste of time.

Q20. A separate Product Backlog is needed for every:

Q21. What is a benefit of frequent product releases?

Q22. Using those two data points, what is the first action you should take to increase the business performance of the product?

Q23. Which of the following measures might help you determine whether your product is delivering value to your customer?

Q24. Which statement best describes the Sprint Backlog as an outcome of Sprint Planning?

Q25. Which of the following activities should a Product Owner never do?

Q26. You have more ideas for new products than you have money to invest. What should you do?

Fund small experiments to test the proposed ideas and assumptions, then evaluate results.

Q27. Organizations should reduce their investment in a product when the product's:

Q28. A user satisfaction gap exists when there is a difference between:

Q29. If a Scrum Team uses Product Backlog refinement, when should it occur?

Q30. An important thing a Product Owner can do is:

30. Which activities will a Product Owner likely engage in during a Sprint?

Q32. Which of the following statements about the Product Backlog are true?

Q33. Your Director of Marketing strongly believes that you should add a major new feature to reach a new market. Your CEO believes that the new feature is too expensive and thinks you should focus on other features to make existing customers happier. The CEO says that as Product Owner it is ultimately your decision.

Q34. Your stakeholders are very demanding and each of them has at least one feature that they say is essential for the next release. As the Product Owner, you have validated that the feature requests are all valid requests and would likely add value to your product. What should you do?

Q35. Who is accountable for maintaining and communicating the Product Goal?

Q36. What might indicate to a Product Owner that they need to work more with the Scrum Team?

Q37. When does the second Sprint start?

Q38. Despite data that indicates the decline is due to a shrinking market, rather than a lack of new features, an influential stakeholder insists on adding more features to attract new customers. The influential stakeholder also says that if you do not add new features you risk losing your most profitable customer.

Q39. As an investor or shareholder, which of the following measures might give you insight about whether a product is delivering value?

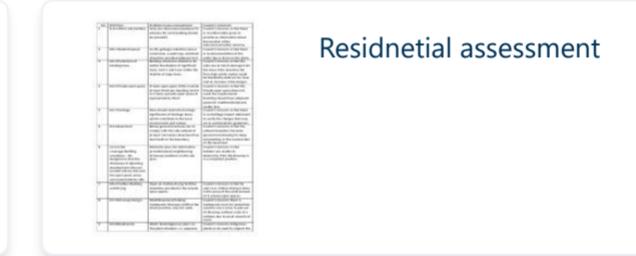
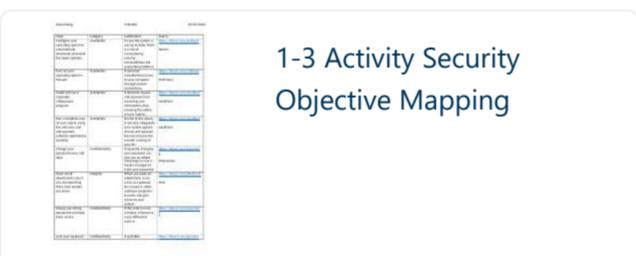
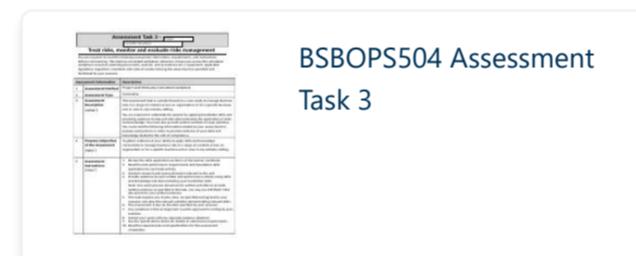
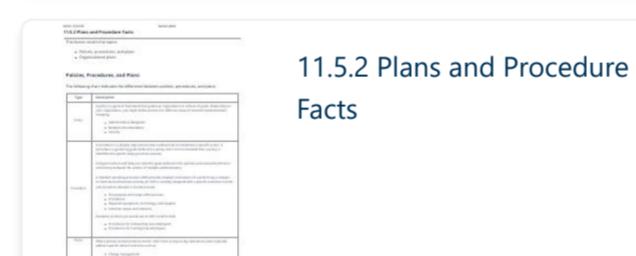
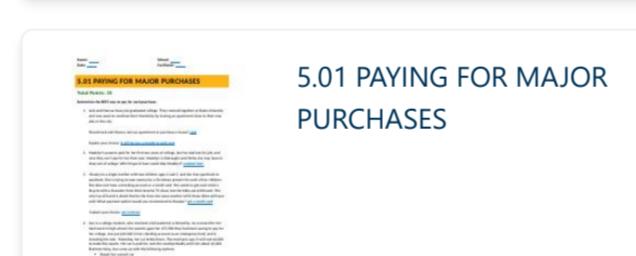
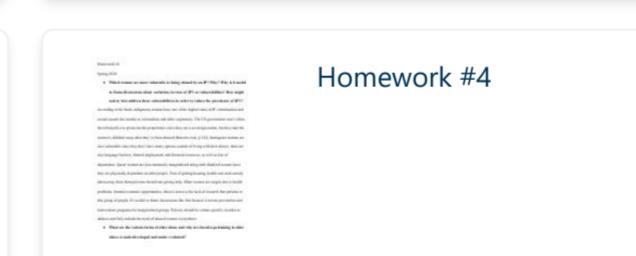
Q40. What are the accountabilities of a Tester on a Scrum Team?

Who creates the definition of "Done"?

A. The Scrum Master as he/she is responsible for the Development Team's productivity.

B. The Scrum Team in a collaborative effort where the result is the common denominator of all members' definition

Uploaded by PrivateElementRook20 on coursehero.com

| | | |
|--|--|---|
|  CYB310ModuleFiveActivity... |  U2D1 |  Residential assessment |
|  1-3 Activity Security Objective Mapping |  BSBOPS504 Assessment Task 3 |  Information Systems Dis 2 (4) |
|  HA 599 |  11.5.2 Plans and Procedure Facts |  NM13 Actividad 3 |
|  SHARE Program Analysis Kandyce Edgar |  5.01 PAYING FOR MAJOR PURCHASES |  Homework #4 |

SUBJECTS

| | |
|------------------------|------------------------|
| Accounting | Aerospace Engineering |
| Anatomy | Anthropology |
| Arts & Humanities | Astronomy |
| Biology | Business |
| Chemistry | Civil Engineering |
| Computer Science | Communications |
| Economics | Electrical Engineering |
| English | Finance |
| Geography | Geology |
| Health Science | History |
| Industrial Engineering | Information Systems |
| Law | Linguistics |
| Management | Marketing |
| Material Science | Mathematics |
| Mechanical Engineering | Medicine |
| Nursing | Philosophy |
| Physics | Political Science |
| Psychology | Religion |

LEGAL

| |
|--------------------|
| Copyright Policy |
| Honor Code |
| Terms |
| Academic Integrity |
| Cookie Policy |

COMPANY

| |
|--------------------|
| Documents Sitemap |
| Study Guides |
| Privacy Policy |
| Manage Preferences |
| Help Center |

CONNECT WITH US

- Facebook
Instagram
YouTube
Twitter

