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Question 1

True or False: A Product Owner should measure product value by the increase in the team's velocity.

Options:

A- True

B- False

Answer:

B

Explanation:

A Product Owner should not measure product value by the increase in the team's velocity. This is because:

Velocity is a measure of how much work a Scrum Team can deliver in a Sprint. It is based on the estimation of Product Backlog items that are selected for a Sprint and completed according to the Definition of Done.

Velocity is not a measure of product value. It does not reflect how well the product meets the needs and expectations of the customers, users, and stakeholders. It does not reflect how much value or impact the product creates in terms of revenue, satisfaction, or social good.

Velocity is not a goal or a target for a Scrum Team. It is a planning tool that helps them forecast their future work based on their past performance. It is not a metric that should be used to compare or judge teams or individuals.

A Product Owner should measure product value by using indicators that are relevant, meaningful, and actionable for their product context. These may include metrics such as customer feedback, usage data, market share, return on investment, or social impact.

[Scrum Guide], page 7, section "Developers"

[Scrum Guide], page 10, section "Definition of Done"

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

[Professional Scrum Product Owner Training], page 5, section "Product Value"

[Professional Scrum Product Owner Training], page 9, section "Business Strategy"

Question 2

Question Type: MultipleChoice

Your management has asked you to take the lead in the development of a new product. Six teams new to Scrum will build this product.

You have gathered a number of requirements and ideas into an early form of a Product Backlog. How would you minimize dependencies between the Scrum Teams?

(choose the best answer)

Options:

A- You create an independent Product Backlog per Scrum Team.

B- You divide Product Backlog items among the six Product Owners.

C- You identify the dependencies and re-order the Product Backlog for the other five
Product Owners.

D- You work with the Developers on how to best analyze and break apart the work.

E- You raise this as an impediment with the Scrum Master.

Answer:

D

Explanation:

The best way to minimize dependencies between the Scrum Teams is to work with the Developers on how to best analyze and break apart the work. This is because:

The Developers are accountable for creating a "Done" Increment in every Sprint. They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.

The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.

The Developers are cross-functional, meaning they have all the skills and competencies needed to accomplish the work without depending on others who are not part of the team.

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.

The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it.

The Product Owner and the Developers must collaborate closely throughout the Sprint to ensure that they have a shared understanding of what they are building and why. The Product Owner must provide clarifications, feedback, and guidance to the Developers as needed to help them create a valuable Increment.

When there are multiple teams working on one product, it is important to minimize dependencies between them to avoid delays, conflicts, or waste. Dependencies may arise due to technical, functional, or organizational factors that affect how the teams can deliver value independently and effectively.

To minimize dependencies, the Product Owner should work with the Developers on how to best analyze and break apart the work into smaller and more manageable pieces that can be delivered by each team without relying on others. This may involve applying techniques such as feature slicing, component splitting, or domain-driven design. The Product Owner should also communicate and coordinate with other Product Owners and stakeholders to align expectations and priorities across teams.

Other options, such as creating an independent Product Backlog per Scrum Team, dividing Product Backlog items among six Product Owners, identifying the dependencies and re-ordering the Product Backlog for the other five Product Owners, or raising this as an impediment with the Scrum Master, are not valid answers as they do not reflect how to minimize dependencies between the Scrum Teams or how to apply the Scrum values and principles.

[Scrum Guide], page 7, section "Developers"

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

[Scrum Guide], page 10, section "Definition of Done"

[Scrum Guide], page 10, section "Increment"

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

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

[Professional Scrum Product Owner Training], page 9, section "Business Strategy"

[Professional Scrum Product Owner Training], page 8, section "Release Management"

Question 3

A Project Manager working with your Scrum Team has raised concerns about progress and money spent. What are the two best responses?

(choose the best two answers)

Options:

A- Promote transparency by sharing the Product Backlog and ensuring the Project Manager has access.

B- Have a discussion with the Project Manager; share the current impediments and forecast for the Sprint.

C- Show the Earned Value Analysis (EVA) report.

D- Scrum does not have Project Managers so disregard their concerns.

E- Share the last stakeholder briefing document prepared by the Product Owner.

Answer:

A, B

Explanation:

The two best responses to a Project Manager who has raised concerns about progress and money spent are:

Promote transparency by sharing the Product Backlog and ensuring the Project Manager has access. This helps communicate what is needed to improve the product, what is planned for each Sprint, and what has been done so far. It also helps align expectations and priorities among different stakeholders.

Have a discussion with the Project Manager; share the current impediments and forecast for the Sprint. This helps address any issues or risks that may affect the delivery of value and the achievement of the Sprint Goal. It also helps provide feedback and adaptation based on the empirical evidence and data.

Other options, such as showing the Earned Value Analysis (EVA) report, Scrum does not have Project Managers so disregard their concerns, or sharing the last stakeholder briefing document prepared by the Product Owner, are not the best responses as they do not reflect how to effectively collaborate and communicate with the Project Manager or how to apply the Scrum values and principles.

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

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

[Scrum Guide], page 10, section "Increment"

[Scrum Guide], page 5, section "Scrum Theory"

[Scrum Guide], page 4, section "The Scrum Team"

Question 4

Who is accountable for creating a valuable and usable Increment each Sprint?

(choose the best answer)

Options:

A- The Developers.

B- The CEO.

C- The Product Owner.

D- The Scrum Master.

E- The Scrum Team.

Answer:

A

Explanation:

The Scrum Team member who is accountable for creating a valuable and usable Increment each Sprint is the Developers. This is because:

The Developers are accountable for creating a "Done" Increment in every Sprint. They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.

The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. It is a shared understanding among the Scrum Team and the stakeholders of what "Done" means for any Product Backlog item that is selected for a Sprint.

The Increment is a concrete and usable outcome of the Sprint that provides a measure of progress and value delivery. It must be in useable condition regardless of whether it will be released or not.

The Developers are self-managing professionals who organize and manage their own work. They decide how to best accomplish their work, rather than being directed by others outside the Scrum Team.

Other options, such as the CEO, the Product Owner, the Scrum Master, or the Scrum Team, are not accountable for creating a valuable and usable Increment each Sprint. They may have different roles and accountabilities in Scrum, but they do not do the actual work of creating a "Done" Increment.

[Scrum Guide], page 7, section "Developers"

[Scrum Guide], page 10, section "Definition of Done"

[Scrum Guide], page 10, section "Increment"

[Scrum Guide], page 7, section "The Scrum Team"

Question 5

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

(choose the best answer)

Options:

A- Skip Product Backlog refinement activities.

B- Inform management that more Developers are needed.

C- Change the Sprint Goal.

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

E- Cancel the Sprint.

Answer:

D

Explanation:

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

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

The Developers are accountable for creating a "Done" Increment in every Sprint. They must ensure that every Product Backlog item they work on meets the Definition of Done before it is considered complete.

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They must inspect the Increment at the end of each Sprint and assess how it delivers value and contributes to the Product Goal.

The Product Owner and the Developers must collaborate closely throughout the Sprint to ensure that they have a shared understanding of what they are building and why. The Product Owner must provide clarifications, feedback, and guidance to the Developers as needed to help them create a valuable Increment.

If the Developers find out during the Sprint that they are not likely to build everything they forecast, it means that there is a gap between their initial plan and their actual progress. This may happen due to various reasons, such as new insights, changing requirements, technical challenges, or unforeseen circumstances.

In this situation, the Product Owner should work with the Developers to re-work the selected Product Backlog items to meet the Sprint Goal. This may involve adding, removing, or modifying some items, as long as they still support the Sprint Goal and deliver value. The Product Owner should also communicate any changes or impacts to the stakeholders and customers as appropriate.

Other options, such as skipping Product Backlog refinement activities, informing management that more Developers are needed, changing the Sprint Goal, or canceling the Sprint, are not valid responses from the Product Owner as they do not reflect what should happen in Scrum or how to deal with uncertainty and complexity.

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

[Scrum Guide], page 7, section "Developers"

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

[Scrum Guide], page 10, section "Definition of Done"

[Scrum Guide], page 10, section "Increment"

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

Question 6

Question Type: MultipleChoice

Why is it important that there is only one Product Owner per product?

(choose the best three answers)

Options:

A- The Scrum Master knows who acts as their backup while on vacation.

B- It would confuse the stakeholders if they had to work with more than one person.

C- It is clear who is accountable for the ultimate value of the product.

D- It helps avoid barriers to effective communication and rapid decision-making.

E- The Scrum Team always knows who determines the order of the Product Backlog.

Answer:

C, D, E

Explanation:

The reasons why it is important that there is only one Product Owner per product are:

It is clear who is accountable for the ultimate value of the product. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are responsible for identifying and articulating the Product Goal, which is a long-term objective for the product that guides all the activities of the Scrum Team.

It helps avoid barriers to effective communication and rapid decision-making. The Product Owner is the sole person responsible for managing the Product Backlog, which is an emergent, ordered list of what is needed to improve the product. They must ensure that the Product Backlog is transparent, visible, and understood by everyone who needs to work on it. They must also collaborate with the

Developers and the stakeholders to refine, order, and prioritize the Product Backlog items based on value and impact.

The Scrum Team always knows who determines the order of the Product Backlog. The Product Owner has the final authority to decide what items are more important and valuable for the product. They must communicate this order clearly and consistently to the Scrum Team and the stakeholders. They must also respect and support the self-management of the Developers in choosing how best to accomplish their work.

Other options, such as the Scrum Master knowing who acts as their backup while on vacation or it would confuse the stakeholders if they had to work with more than one person, are not valid reasons why it is important that there is only one Product Owner per product. They may reflect a misunderstanding of the roles and accountabilities of the Scrum Team or the stakeholders.

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

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

[Scrum Guide], page 12, section "Product Backlog Refinement"

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

[Scrum Guide], page 7, section "Developers"

Question 7

How much of the Sprint Backlog must be defined during the Sprint Planning event?

(choose the best answer)

Options:

A- Just enough to understand design and architectural implications.

B- Enough so the Developers can create their forecast of what work they can do.

C- The entire Sprint Backlog must be identified and estimated by the end of Sprint Planning.
D.
Just enough tasks for the Scrum Master to be confident in the Developers'
understanding of the Sprint.

Answer:

B

Explanation:

The amount of the Sprint Backlog that must be defined during the Sprint Planning event is enough so the Developers can create their forecast of what work they can do. This is because:

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

The Developers are accountable for creating a Sprint forecast, which is a selection of Product Backlog items that they intend to work on during the Sprint. The Sprint forecast should be realistic, achievable, and valuable.

The Developers are also accountable for creating a plan for how they will deliver the selected Product Backlog items as a "Done" Increment. The plan may include tasks, dependencies, risks, estimates, or other information that helps them organize and manage their work.

The amount of the Sprint Backlog that must be defined during Sprint Planning may vary depending on the context, complexity, and uncertainty of the product development. However, it should be enough so that the Developers can create their forecast of what work they can do and have a clear direction for the first few days of the Sprint.

Other options, such as just enough to understand design and architectural implications, the entire Sprint Backlog being identified and estimated by the end of Sprint Planning, or just enough tasks for the Scrum Master to be confident in the Developers' understanding of the Sprint, are not valid answers as they do not reflect what must be defined during Sprint Planning or what is required for creating a Sprint forecast.

[Scrum Guide], page 14, section "Sprint Planning"

[Scrum Guide], page 7, section "Developers"

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

[Scrum Guide], page 14, section "Sprint Planning"

Question 8

True or False: Cross-functional teams are optimized to work on one component or layer of a system only.

Options:

A- True

B- False

Answer:

B

Explanation:

Cross-functional teams are not optimized to work on one component or layer of a system only. This is because:

Cross-functional teams are teams that have all the skills and competencies needed to accomplish the work without depending on others who are not part of the team.

Cross-functional teams are able to deliver value across the entire product, rather than focusing on a specific component or layer. They can work on any aspect of the product that is needed to achieve the Sprint Goal and the Product Goal.

Cross-functional teams are more agile, collaborative, and creative than teams that are specialized or siloed. They can reduce dependencies, handoffs, and delays, and increase feedback, learning, and adaptation.

[Scrum Guide], page 7, section "Developers"

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

[Scrum Guide], page 7, section "The Scrum Team"