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**Vendor:**Scrum

**Exam Code:**PSPO-I

**Exam Name:**Professional Scrum Product Owner  
(PSPO I)

**Version:**Demo

## QUESTION 1

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

(choose the best two answers)

- A. Attending the Sprint Retrospective.
- B. Attending the Sprint Review.
- C. Ordering Product Backlog items.
- D. Developing and communicating the Product Goal.

Correct Answer: AB

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

of the responsibilities that can be delegated to others are:

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

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

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

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

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

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

References:

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

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

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

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## QUESTION 2

Which two ways of creating Scrum Teams are consistent with Scrum's values?

(choose the best two answers)

- A. Managers personally re-assign current subordinates to new teams.
- B. The Chief Product Owner determines the new team structures and assignments.
- C. Managers collaborate to assign individuals to specific teams.
- D. Existing teams propose how they would like to go about organizing into the new structure.
- E. Bring all the people together and let them organize into Scrum Teams.

Correct Answer: DE

The Scrum values are commitment, focus, openness, respect, and courage<sup>1</sup>. These values are embodied by the Scrum Team, which is a self-managing unit that organizes its own work and delivers a valuable product<sup>2</sup>. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers<sup>3</sup><sup>3</sup>. The best way to create Scrum Teams is to respect the self-management and empowerment of the people who will do the work, and let them decide how to organize themselves into Scrum Teams. This can be done by bringing all the people together and letting them form Scrum Teams based on their skills, interests, and alignment with the product vision<sup>4</sup>. Alternatively, existing teams can propose how they would like to reorganize themselves into Scrum Teams, based on their feedback and experience<sup>5</sup>. These ways of creating Scrum Teams are consistent with the Scrum values, as they foster commitment, focus, openness, respect, and courage among the team members and stakeholders. The other options are not consistent with the Scrum values, as they involve managers or the Chief Product Owner imposing their decisions on the team members, which undermines their self-management and empowerment, and creates a lack of trust and collaboration.

References:

1: The Scrum Guide, November 2020, p. 4

2: The Scrum Guide, November 2020, p. 5 [3][3]: The Scrum Guide, November 2020, p. 6

4: Managing Products with Agility, Scrum.org, accessed on December 16, 2023

5: Developing People and Teams, Scrum.org, accessed on December 16, 2023

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### QUESTION 3

Who is responsible for the sizing of Product Backlog items?

(choose the best answer)

- A. The Product Owner with input from the Developers.
- B. The Scrum Master.
- C. The Developers, alone.
- D. The Developers after clarifying requirements with the Product Owner.
- E. The most senior people in the organization, including architects and subject matter experts.

Correct Answer: D

According to Scrum.org, the Developers who will be doing the work are responsible for the sizing of Product Backlog items<sup>1</sup>. The Product Owner may influence the Developers by helping them understand and select trade-offs<sup>1</sup>. This

implies that the Developers size the items after clarifying requirements with the Product Owner<sup>1</sup>.

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#### QUESTION 4

Which two things are appropriate for a Scrum Master to do, if the Scrum Team does not have the tools and environment to completely finish each selected Product Backlog item?

(choose the best two answers)

- A. Coach the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly.
- B. Refocus the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment.
- C. Encourage the Product Owner to accept partially done Increments until the situation improves.
- D. Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances.
- E. Declare the Scrum Team not ready for Scrum.

Correct Answer: AD



Scrum Explore The correct answers are A and D.

A. Coach the Scrum Team to improve its skills, tools and environment over time and adjust the Definition of Done accordingly. This is an appropriate action for a Scrum Master, as it helps the Scrum Team to overcome the impediments that prevent them from delivering a potentially releasable Increment. The Definition of Done should reflect the current reality of the Scrum Team, but also be a source of continuous improvement<sup>12</sup>. D. Have the Scrum Team establish a Definition of Done that is actually possible to achieve given current circumstances. This is also an appropriate action for a Scrum Master, as it ensures that the Scrum Team has a clear and shared understanding of what it means to complete a Product Backlog item. The Definition of Done should be realistic and achievable, but also challenging and ambitious<sup>12</sup>. B. Refocus the current Sprint on establishing the Scrum Team's environment instead of delivering an Increment. This is not an appropriate action for a Scrum Master, as it violates the purpose of the Sprint, which is to deliver a valuable product Increment that meets the Sprint Goal. The Scrum Team should not change the Sprint Goal or scope during the Sprint, unless the Product Owner decides to cancel the Sprint<sup>3</sup>. C. Encourage the Product Owner to accept partially done Increments until the situation improves. This is not an appropriate action for a Scrum Master, as it

compromises the quality and value of the product. The Product Owner should only accept Increments that meet the Definition of Done and the acceptance criteria. Partially done Increments increase technical debt and risk, and reduce transparency and feedback<sup>12</sup>. E. Declare the Scrum Team not ready for Scrum. This is not an appropriate action for a Scrum Master, as it undermines the Scrum values and principles. The Scrum Master should support the Scrum Team in adopting and applying Scrum, regardless of the challenges and constraints they face. The Scrum Master should foster a culture of empiricism, self-organization, collaboration, and continuous improvement.

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## QUESTION 5

True or False: The Product Owner should have the entire Product Backlog documented in detail before the first Sprint can start?

A. True

B. False

Correct Answer: B

The Product Owner should not have the entire Product Backlog documented in detail before the first Sprint can start. This is because:

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It is never complete and constantly changes to reflect the needs and desires of the customers, users, and stakeholders. 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 collaborates with the Developers and the stakeholders to refine the Product Backlog as needed to ensure that there are enough items that are sufficiently clear and ready for selection in Sprint Planning.

The amount of detail and precision required for each Product Backlog item depends on its order, size, and complexity.

The Product Owner does not need to have the entire Product Backlog documented in detail before the first Sprint can start, as this would imply a fixed and upfront plan that does not allow for feedback, learning, and adaptation. Instead, the

Product Owner only needs to have enough items that are well understood and valuable for the Scrum Team to start working on them in the first Sprint.

References:

[Scrum Guide], page 11, section "Product Backlog" [Scrum Guide], page 6, section "Product Owner"

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

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

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## QUESTION 6

All Scrum artifacts must be transparent to ensure sufficient accuracy of inspection. Which two measures ensure that the Product Backlog is transparent?

(choose the best two answers)

- A. The Product Backlog is ordered.
- B. The Product Backlog is available to all stakeholders.
- C. Each Product Backlog item has a MoSCoW priority.
- D. The Product Backlog only has work for the next 2 Sprints.
- E. The Product Backlog is managed using a web-based tool.

Correct Answer: AB

Transparency is one of the three pillars of Scrum, along with inspection and adaptation. Transparency means that all aspects of the Scrum process and the product are visible and understandable to everyone who needs to work on or with

them. Transparency enables effective inspection and adaptation, which are essential for delivering valuable products and improving the Scrum Team's performance.

All Scrum artifacts must be transparent to ensure sufficient accuracy of inspection. Scrum artifacts include the Product Backlog, the Sprint Backlog, and the Increment. The Product Backlog is an ordered list of everything that is known to be

needed in the product. It is the single source of truth for the Scrum Team and the stakeholders. It contains all the requirements, features, functions, enhancements, fixes, and anything else that can deliver value to the customers and users of

the product.

Two measures that ensure that the Product Backlog is transparent are:

The other options are not valid or relevant measures to ensure that the Product Backlog is transparent. They are either too restrictive, arbitrary, or unrelated to the Product Backlog's transparency. They are:

References:

Scrum Guide: <https://www.scrumguides.org/scrum-guide.html> Transparency: <https://www.scrum.org/resources/blog/transparency-scrum-value> Product Backlog: <https://www.scrum.org/resources/what-is-a-product-backlog> MoSCoW: [https://](https://www.agilealliance.org/glossary/moscow/)

[www.agilealliance.org/glossary/moscow/](https://www.agilealliance.org/glossary/moscow/)

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## QUESTION 7

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

(choose the best answer)

- A. As much as they can fit into the Sprint, with remaining work deferred to the next Sprint.
- B. As much as is required to meet the Scrum Team's Definition of Done.
- C. All development work and at least some testing.

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

Correct Answer: B

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

References: Scrum Guide: <https://www.scrumguides.org/scrum-guide.html> Definition of Done: <https://www.scrum.org/resources/what-is-a-definition-of-done> Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum>

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## QUESTION 8

True or False: Every Scrum Team must have a Product Owner and Scrum Master.

- A. False. A Scrum Master is only required when asked for by the Scrum Team.
- B. True. Each must be 100% dedicated to the Scrum Team.
- C. False. A Product Owner can be replaced by a subject matter expert in the Scrum Team.
- D. True. Outcomes are affected by their participation and availability.

Correct Answer: D

Explanation: The Product Owner and the Scrum Master are essential roles in the Scrum Team. They have distinct accountabilities and responsibilities that contribute to the success of the product and the team. The Product Owner is responsible for maximizing the value of the product and the work of the Developers. The Scrum Master is responsible for promoting and supporting Scrum and the Scrum Team. Both roles need to be fully engaged and available to the Scrum Team throughout the Sprint.

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## QUESTION 9

An organization has decided to adopt Scrum, but management wants to change the terminology to fit with terminology already used.

What will likely happen if this is done?

(choose the best answer)

- A. Without a new vocabulary as a reminder of the change, very little change may actually happen.
- B. The organization may not understand what has changed within Scrum and the benefits of Scrum may be lost.
- C. Management may feel less anxious.
- D. All answers apply.

Correct Answer: D

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### QUESTION 10

True or False: The purpose of a Sprint is to produce a valuable, useful Increment.

- A. True
- B. False

Correct Answer: A

The purpose of a Sprint is to produce a valuable, useful Increment that meets the Sprint Goal and the Definition of Done<sup>1</sup>. An Increment is a concrete step toward achieving the Product Goal and is the primary measure of progress in Scrum<sup>2</sup>.

The Increment must be usable and potentially releasable, meaning that it meets the quality standards set by the Scrum Team and the stakeholders<sup>3</sup><sup>[3]</sup>.

References:

1: The Scrum Guide, November 2020, p. 9

2: The Scrum Guide, November 2020, p. 6 <sup>[3]</sup><sup>[3]</sup>: The Scrum Guide, November 2020, p. 13

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### QUESTION 11

A product's success is measured by:

(choose the best three answers)

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



Correct Answer: ACF

Explanation: A product's success is measured by the value it delivers to the customers and the organization. The impact on cost, revenue, and customer satisfaction are three important indicators of value. The Scrum Guide states that "The

Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team."<sup>1</sup> The Product Owner should consider the cost of developing and maintaining the product, the revenue generated by the product, and the satisfaction of the customers and users who use the product. These factors help the Product Owner to prioritize the Product Backlog, define the Product Goal, and collaborate with the stakeholders.

References:

1: The Scrum Guide<sup>2</sup>, page 6

2: The Scrum Guide

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## QUESTION 12

A Sprint Retrospective should be held:

(choose the best answer)

- A. Only when the Scrum Team determines it needs one.
- B. At the end of the last Sprint in a project or a release.
- C. At the end of each Sprint.
- D. At the beginning of each Sprint.

Correct Answer: C

The Sprint Retrospective is a time-boxed event for the Scrum Team to inspect how the last Sprint went and plan for improvements in the next Sprint. The Scrum Guide states that "The Sprint Retrospective concludes the Sprint. It is timeboxed to a maximum of three hours for a one-month Sprint. For shorter Sprints, the event is usually shorter."<sup>1</sup> This means that the Sprint Retrospective should be held at the end of each Sprint, regardless of the project or release status. The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements, including to product quality and working relationships.<sup>1</sup> References:

1: The Scrum Guide<sup>2</sup>, page 16

2: The Scrum Guide