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Question 1

Question Type: MultipleChoice

Which of the following are appropriate topics for discussion during a Sprint Retrospective?

(choose the best two answers)

Options:

- A- Identifying high priority process improvements for the next Sprint.
- B- The order of items in the Product Backlog.
- C- How the team collaborates.
- D- Documenting acceptance criteria for items in the next Sprint.

Answer:

A, C

Explanation:

The Sprint Retrospective is an event for the Scrum Team to inspect how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done¹. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness for the next Sprint². Therefore, appropriate topics for discussion during a Sprint Retrospective are:

Identifying high priority process improvements for the next Sprint. The Scrum Team should identify the most important things that went well and the potential improvements, and create a plan for implementing some of them in the next Sprint^{[3][3]}. This way, the Scrum Team can continuously improve their performance and deliver more value.

How the team collaborates. The Scrum Team should reflect on how they work together as a self-managing unit, and how they can enhance their skills, tools, and relationships⁴. This way, the Scrum Team can foster a culture of trust, respect, and collaboration.

The other options are not appropriate topics for discussion during a Sprint Retrospective, as they are either related to the Product Backlog or the Sprint Backlog, which are not the focus of the Sprint Retrospective. The order of items in the Product Backlog is the responsibility of the Product Owner, who manages the Product Backlog based on the value, risk, and dependencies of the items⁵. The Product Owner may seek input from the Scrum Team or the stakeholders, but the final decision is up to the Product Owner. Documenting acceptance criteria for items in the next Sprint is part of the Product Backlog refinement, which is an ongoing activity throughout the Sprint, not a specific event. The Scrum Team should collaborate on refining the Product Backlog items and adding more details, such as acceptance criteria, as they become more clear and ready for selection in a Sprint Planning.

1: The Scrum Guide, November 2020, p. 14

2: The Scrum Guide, November 2020, p. 15

[3][3]: The Scrum Guide, November 2020, p. 15

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

5:The Scrum Guide, November 2020, p. 7

:The Scrum Guide, November 2020, p. 10

:The Scrum Guide, November 2020, p. 10

:Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

Question 2

Question Type: MultipleChoice

When is a Product Backlog item considered complete?

(choose the best answer)

Options:

A- When the item has gained product sponsor approval.

B- When the item passes all acceptance criteria.

C- When the item meets the Definition of Done.

D- At the end of the Sprint.

Answer:

C

Explanation:

The Definition of Done is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done¹. A Product Backlog item is considered complete when it meets the Definition of Done, which means that it is usable and potentially releasable, and that it meets the quality standards set by the Scrum Team and the stakeholders². The other options are not sufficient to determine the completeness of a Product Backlog item, as they may not reflect the actual value and quality of the product.

1: The Scrum Guide, November 2020, p. 13

2: The Scrum Guide, November 2020, p. 6

Question 3

Question Type: MultipleChoice

The Daily Scrum is an event that happens every day. What would be three key concerns if the

frequency were to be lowered to every two or three days?

(choose the best three answers)

Options:

- A- The Sprint Backlog may become inaccurate.
- B- Too much work is spent updating the Scrum board before the meeting.
- C- The Scrum Master loses the ability to update the Gantt chart properly.
- D- The Product Owner cannot accurately report progress to the stakeholders.
- E- Opportunities to inspect and adapt the Sprint Backlog are lost.
- F- Impediments are raised and resolved more slowly.

Answer:

A, E, F

Explanation:

The Daily Scrum is a 15-minute event for the Developers to inspect their progress toward the Sprint Goal and adapt the Sprint Backlog as necessary¹. It is a key opportunity for the Developers to plan their work for the next 24 hours and collaborate on any challenges or impediments². If the frequency of the Daily Scrum were to be lowered to every two or three days, three key concerns would be:

The Sprint Backlog may become inaccurate. The Sprint Backlog is the plan for how the Developers will achieve the Sprint Goal, and it is updated throughout the Sprint as more is learned^{[3][3]}. The Daily Scrum is a chance for the Developers to inspect the Sprint Backlog and make adjustments based on the current situation⁴. If the Daily Scrum is less frequent, the Sprint Backlog may not reflect the reality of the work, and the Developers may lose track of their progress and alignment with the Sprint Goal.

Opportunities to inspect and adapt the Sprint Backlog are lost. Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed⁵. The Daily Scrum is an essential event for the Developers to apply empiricism to their work, by inspecting the Sprint Backlog and adapting it to optimize the value and quality of the Increment. If the Daily Scrum is less frequent, the Developers may miss opportunities to inspect and adapt their work, and may not be able to deliver a valuable, useful Increment every Sprint.

Impediments are raised and resolved more slowly. An impediment is anything that prevents the Scrum Team from delivering a product Increment. The Daily Scrum is a forum for the Developers to identify and communicate any impediments that affect their work, and to seek help from the Scrum Master or other team members. If the Daily Scrum is less frequent, the impediments may not be raised and resolved in a timely manner, and may cause delays or quality issues in the product delivery.

1: The Scrum Guide, November 2020, p. 10

2: The Scrum Guide, November 2020, p. 11

[3][3]: The Scrum Guide, November 2020, p. 10

4: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

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

:The Scrum Guide, November 2020, p. 11

:The Scrum Guide, November 2020, p. 14

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

Question 4

Question Type: MultipleChoice

What is the accountability of the Product Owner during Sprint 0?

(choose the best answer)

Options:

- A-** Determine the composition of the Scrum Team to meet the release plan.
- B-** There is no such thing as Sprint 0.
- C-** Create the overall release plan to ensure that organizational goals are met.
- D-** Make sure enough Product Backlog items are refined to fill the first 3 Sprints.

E- Gathering, eliciting, and analyzing the requirements to build the Product Backlog.

Answer:

B

Explanation:

Sprint 0 is a term that some organizations use to describe a phase of work before the first official Sprint, where they do some upfront planning, design, architecture, or analysis¹. However, this term is not consistent with the Scrum framework, which does not prescribe any pre-Sprint activities or phases². Scrum starts with a Product Backlog that contains at least one valuable and feasible Product Goal, and enough Product Backlog items to initiate the first Sprint^{[3][3]}. The Product Owner is accountable for maximizing the value of the product and the work of the Developers, and for managing the Product Backlog⁴. The Product Owner does not have any specific accountability during Sprint 0, because Sprint 0 is not a part of Scrum.

1: Sprint Zero: A Good Idea or Not?, Scrum Alliance, accessed on December 16, 2023

2: The Scrum Guide, November 2020, p. 5

[3][3]: The Scrum Guide, November 2020, p. 9

4: The Scrum Guide, November 2020, p. 6

Question 5

Question Type: MultipleChoice

Who determines how many Product Backlog items the Developers select for a Sprint?

(choose the best answer)

Options:

- A- The Scrum Team
- B- The Developers.
- C- The Product Owner.
- D- The Scrum Master.
- E- The stakeholders attending Sprint Planning.

Answer:

B

Explanation:

The Developers are the ones who determine how many Product Backlog items they select for a Sprint. The Developers are self-managing and decide how much work they can do in a Sprint¹. The Product Owner and the Developers collaborate on the scope of the Sprint during Sprint Planning, but the final decision is up to the Developers². The Product Owner, the Scrum Master, and the stakeholders do not have the authority to tell the Developers how many Product Backlog items they should select, as this would violate the principle of self-management^[3]^[3].

1: The Scrum Guide, November 2020, p. 6

2: The Scrum Guide, November 2020, p. 10

[3]^[3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

Question 6

Question Type: MultipleChoice

What are two effective ways for the Scrum Team to make non-functional requirements visible?

(choose the best two answers)

Options:

- A-** Add them to the Product Backlog to ensure transparency.
- B-** Run the integration and regression tests before the end of the Sprint, and capture the open work for the Sprint Backlog of the next Sprint.
- C-** Add them to the Definition of Done so the work is taken care of every Sprint.
- D-** Put them on a separate list on the Scrum board, available for all to see.

Answer:

A, C

Explanation:

Non-functional requirements are the criteria that define the quality, performance, security, usability, and other aspects of a product¹. They are often implicit or assumed, but they are important to make visible and explicit, as they affect the value and satisfaction of the product². One effective way to make non-functional requirements visible is to add them to the Product Backlog, which is an ordered list of everything that is known to be needed in the product³^[3]. By adding non-functional requirements to the Product Backlog, the Product Owner and the Developers can prioritize, refine, and estimate them, and make them transparent to the stakeholders⁴. Another effective way to make non-functional requirements visible is to add them to the Definition of Done, which is a shared understanding of what it means for work to be complete, and ensures transparency of the quality of the work done⁵. By adding non-functional requirements to the Definition of Done, the Developers can ensure that every Product Backlog item and Increment meets the expected quality standards, and that the work is taken care of every Sprint.

¹:Non-functional requirement, Wikipedia, accessed on December 16, 2023

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

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

4:The Scrum Guide, November 2020, p. 7

5:The Scrum Guide, November 2020, p. 13

:Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

Question 7

Question Type: MultipleChoice

True or False: Multiple Scrum Teams working on the same product must have the same Sprint start date.

Options:

A- True

B- False

Answer:

B

Explanation:

Multiple Scrum Teams working on the same product do not have to have the same Sprint start date. The Scrum Guide does not prescribe any synchronization of Sprints across multiple teams¹. However, it is recommended that the teams align their Sprint cadence and duration, and coordinate their dependencies and integration through a shared Product Backlog, a common Definition of Done, and frequent communication². This way, the teams can deliver a coherent and valuable product Increment every Sprint^[3]^[3].

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

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

[3][3]: Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

Question 8

Question Type: MultipleChoice

True or False: A Scrum Master fulfills the same role as a traditional Project Manager.

Options:

A- True

B- False

Answer:

B

Explanation:

A Scrum Master does not fulfill the same role as a traditional Project Manager. A Project Manager is typically responsible for planning, executing, monitoring, controlling, and closing a project, as well as managing the scope, schedule, budget, quality, risks, and stakeholders of the project¹. A Scrum Master is a servant-leader for the Scrum Team, who helps the team understand and enact Scrum values, principles, and practices, and removes impediments to the team's progress². A Scrum Master does not manage the project, the scope, the schedule, the budget, or the team, as these are either shared responsibilities or emergent outcomes of the Scrum framework^{[3][3]}. A Scrum Master also does not have authority over the team or the stakeholders, but rather facilitates collaboration and empowerment among them⁴.

1:What is Project Management?, Project Management Institute, accessed on December 16, 2023

2:The Scrum Guide, November 2020, p. 7

[3][3]:Understanding and Applying the Scrum Framework, Scrum.org, accessed on December 16, 2023

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

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