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QUESTION 1

The Product Owner is the person who will be held accountable if a product does not achieve its goals or deliver value. Does this mean that the Product Owner has the final say over the Definition of Done?

(choose the best answer)

- A. Yes, the Product Owner decides the Definition of Done. The Developers may be consulted.
- B. No, the Scrum Team decides the Definition of Done, if it is not a standard of the organization. The Product Owner is just one member of the Scrum Team.

Correct Answer: B

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 Definition of Done is defined by the Scrum Team, not by the Product Owner alone. The Scrum Team consists of one Product Owner, one Scrum Master, and Developers. They are all accountable for creating a valuable, useful, and potentially releasable product Increment each Sprint. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. The Product Owner is responsible for managing and refining the Product Backlog, collaborating with the stakeholders and the Developers, and ordering the items in a way that best achieves goals and missions. The Product Owner represents the interests of everyone with a stake in the product and ensures that the Scrum Team works on the right things at the right time. The Developers 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 Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. The Scrum Master does this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. 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. References: Scrum Guide: <https://www.scrumguides.org/scrum-guide.html> Definition of Done: <https://www.scrum.org/resources/what-is-a-definition-of-done> Product Owner: <https://www.scrum.org/resources/what-is-a-product-owner> Developers: <https://www.scrum.org/resources/what-is-a-developer-in-scrum> Scrum Master: <https://www.scrum.org/resources/what-is-a-scrum-master>

QUESTION 2

Which two things should the Scrum Team do during the first Sprint?

(choose the best two answers)

- A. Make up a plan for the rest of the project.
- B. Define the major product features and a release plan architecture.
- C. Analyze, describe, and document the requirements for the subsequent Sprints.
- D. Build at least one piece of valuable functionality.
- E. Create at least one valuable, useful Increment.



Correct Answer: DE

the first Sprint is the same as any other Sprint, and the Scrum Team should deliver a potentially releasable Increment of "Done" product at its conclusion. This means that the team should build at least one piece of valuable functionality that meets the Definition of Done and aligns with the Sprint Goal. The other options are not things that the Scrum Team should do during the first Sprint, as they are either too detailed, too vague, or too long-term for the Scrum framework. The Scrum Team should not make up a plan for the rest of the project, as Scrum is an empirical process that adapts to changing requirements and feedback¹. The Scrum Team should not define the major product features and a release plan architecture, as these are the responsibilities of the Product Owner, who should have a vision and a roadmap for the product². The Scrum Team should not analyze, describe, and document the requirements for the subsequent Sprints, as this would violate the principle of emergent design and just-in-time planning³.

1: The Scrum Guide | Scrum.org 2: What is a Product Owner? | Scrum.org 3: Emergent Design and Just-in-Time Planning | Scrum.org

QUESTION 3

You are the Scrum Master of a new, to be developed Product. Development is going to require 45 people. What is a good first question for you to suggest the group thinks about when forming into teams?

(choose the best answer)

- A. What is the right mixture of senior and junior people on each team?
- B. Who are the subject matter experts on each team?
- C. Who are going to be the team leads?
- D. How will we make sure all teams have the right amount of expertise?

Correct Answer: D

Explanation: When forming a Scrum team, it is important to ensure that the team has all the skills and knowledge necessary to deliver a working product¹². The Scrum team should be cross-functional and self-managing, without relying on external experts or team leads³⁴. Therefore, the question of how to make sure all teams have the right amount of expertise is a good first question to consider when forming into teams.

QUESTION 4

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

- A. True
- B. False

Correct Answer: B

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].

References:

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 5

Which answer best describes the topics covered in Sprint Planning?

(choose the best answer)

- A. Who is on the team and what team member roles will be.
- B. How conditions have changed and how the Product Backlog should evolve.
- C. What to do and who will do it.
- D. What can be done, how to do it, and why to do it.
- E. What went wrong in the last Sprint and what to do differently this Sprint.

Correct Answer: D

Sprint Planning is an event where the Scrum Team collaborates on the work to be performed during the Sprint¹. The topics covered in Sprint Planning are:

What can be done. The Product Owner proposes how the product could increase its value and utility in the current Sprint, based on the Product Goal, the Product Backlog, and the latest market and stakeholder feedback. The Developers

assess the capacity and the technical feasibility of the work, and select the Product Backlog items that they can commit to for the Sprint. The Scrum Team crafts the Sprint Goal, which is a concise statement of the purpose and focus of the

Sprint².

How to do it. The Developers plan how they will deliver a "Done" product Increment that meets the Sprint Goal. They create a plan for the first days of the Sprint, and decompose the selected Product Backlog items into smaller work items.

The Developers also identify any dependencies, risks, or impediments that may affect their work. The resulting plan is captured in the Sprint Backlog, which is owned and managed by the Developers³[3]. Why to do it. The Product Owner

explains the value and the outcome of the work to be done in the Sprint, and how it aligns with the Product Goal and the stakeholder needs. The Product Owner also clarifies the acceptance criteria and the Definition of Done for the Product

Backlog items, and answers any questions from the Developers. The Scrum Team ensures that they have a common understanding of the Sprint Goal and the expected product Increment⁴.

References:

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



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

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

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