

Scrum Product Owner Certified (SPOC™)
Checkpoint

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Introduction

Much as mileposts guide drivers along highways, the following Checkpoints guide the student in distinguishing the learning objectives that are understood from those yet to be internalized.

The practices and structures that are part of Scrum aren't complex, but the way they're organized and presented might not agree with student expectations or experience. The Checkpoint follows the order of presentation in the workbook. For each chapter there are a set of familiar multiple-choice questions followed by an exercise.

The questions have only one correct answer; the exercises are intended for thought and discussion. Every exercise has a suggested answer that is not intended to be the only answer possible. The exercises are designed to get you think about what it takes to be a Scrum Product Owner. Feel free to ask questions or contribute comments.

The Checkpoint is intended to give the student a quick check up on the material in the course. It is not intended to be a sample or practice exam.

The number of questions and exercises assigned in class or as homework is totally at the discretion of the instructor.

Chapter 2: Introduction to Scrum -- Quiz

1. Which of the following is a true statement about the Scrum principles?
 - A. It's OK to follow principles when you can, what's important is to do the process the right way.
 - B. As the Product Owner you don't have responsibility for every principle (e.g., only the development teams are concerned with iterative development).
 - C. As the Product Owner you have responsibility for all of the principles.
 - D. The principles are independent and may conflict with organizational policy. So adopt the ones that are consistent with the enterprise.

 2. Which of the following is the best reason Empirical Process Control (EPC) is important to the Product Owner?
 - A. The Product Owner relies on visibility so that artifacts are visible to everyone with a stake in the outcomes. There is a common language and agreement to what constitutes, Done. Inspecting everything builds quality into the development process by measuring current against expectation. If inspection reveals and out of tolerance area, appropriate changes can be made -- and visibility means the product owner knows it.
 - B. EPC is the basis for planning Sprints, the Daily Standup and the review/retrospect processes.
 - C. EPC is no more critical to Scrum than any of the other principles.
 - D. The real focus of EPC is common language and process understanding. It is the basis of the how the Product Owner communicates the organizational change that is required for successful Scrum efforts.

 3. You are the Product Owner on a project; what, if any, are the differences in team selection compared to traditional project management?
 - A. There isn't really a difference, both approaches to project management (traditional and Scrum) use cross-functional teams.
 - B. Scrum requires the use of specially trained developers who understand Scrum processes.
 - C. Because there is no project manager (though the Product Owner might be the closest thing to it), on a Scrum project, team selection doesn't require the same formal approvals as traditional project management.
 - D. Traditional project management schedules resources and capabilities while scrum efforts focus more on building collaborating teams.
-

4. What is the role of the Product Owner (PO) during the Plan & Estimate phase?
- A. The PO is concerned with what it will take to estimate the effort
 - B. The PO is focused on decomposing epics into estimate-able stories.
 - C. The PO works with the development team to define what is required to create the deliverables for the Sprint
 - D. The primary focus for the PO is both defining tasks to estimate the effort and assigning ownership for them.
5. Which of the following are Product Owner responsibilities?
- 1. Define the project vision
 - 2. Determine the Scrum Team members
 - 3. Approve User Stories
- A. 1 and 2
 - B. 1 and 3
 - C. 2 and 3
 - D. All of the above

Chapter 2: Introduction to Scrum – Exercises

Part 1 of 2

You work at an organization that has never attempted any agile approaches. Everything has always used traditional project management techniques and tools. Many past projects have gone over budget and were late. The CIO has suggested there must be a change to improve both efficiency and effectiveness and has determined that Scrum might provide a way to achieve the goal.

You will be the Product Owner for the initial project. Your initial job is to recruit Scrum Master and the Scrum team. One of the first people you talk with, one of the better project managers with extensive experience related to the needs of the project is very skeptical about trying anything new. "I'll consider it," the project manager says, "but don't blame me if things fail."

Use the information in this chapter to come up with a possible response. You will have to think about it; the answer is not explicitly provided, but can be inferred or extrapolated from the information in this chapter. What do you say to the skeptical individual -- remember you are the Product Owner responsible for the overall business value?

Part 2 of 2

Traditional project management focuses on the management of resources (including people, time and money). What is different about Scrum, and specifically the role of Product Owner?

Chapter 2: Introduction to Scrum – Quiz Answers

1. Which of the following is a true statement about the Scrum principles?
 - A. It's OK to follow principles when you can, what's important is to do the process the right way.
 - B. As the Product Owner you don't have responsibility for every principle (e.g., only the development teams are concerned with iterative development).
 - C. As the Product Owner you have responsibility for all of the principles.**
 - D. The principles are independent and may conflict with organizational policy. So adopt the ones that are consistent with the enterprise.

Scrum is based on the principles. While processes are important, they are based on the underlying principles. It is important that all of the principles are followed all of the time. Everyone involved in the project has the same responsibility. C is the correct answer.

2. Which of the following is the best reason Empirical Process Control (EPC) is important to the Product Owner?
 - A. The Product Owner relies on visibility so that artifacts are visible to everyone with a stake in the outcomes. There is a common language and agreement to what constitutes, Done. Inspecting everything builds quality into the development process by measuring current against expectation. If inspection reveals and out of tolerance area, appropriate changes can be made -- and visibility means the product owner knows it.**
 - B. EPC is the basis for planning Sprints, the Daily Standup and the review/retrospect processes.
 - C. EPC is no more critical to Scrum than any of the other principles.
 - D. The real focus of EPC is common language and process understanding. It is the basis of the how the Product Owner communicates the organizational change that is required for successful Scrum efforts.

While there are elements of truth in all of the answers, the best reason is given in A

3. You are the Product Owner on a project; what, if any, are the differences in team selection compared to traditional project management?
 - A. There isn't really a difference, both approaches to project management (traditional and Scrum) use cross-functional teams.
 - B. Scrum requires the use of specially trained developers who understand Scrum processes.

C. Because there is no project manager (though the Product Owner might be the closest thing to it), on a Scrum project, team selection doesn't require the same formal approvals as traditional project management.

D. Traditional project management schedules resources and capabilities while scrum efforts focus more on building collaborating teams.

D is correct. There is an exercise in this chapter that addresses another aspect of this question.

4. What is the role of the Product Owner (PO) during the Plan & Estimate phase?

A. The PO is concerned with what it will take to estimate the effort

B. The PO is focused on decomposing epics into estimate-able stories.

C. The PO works with the development team to define what is required to create the deliverables for the Sprint

D. The primary focus for the PO is both defining tasks to estimate the effort and assigning ownership for them.

A is correct. While the PO does help decompose epics into estimate-able stories, that isn't the primary role for the PO. The primary focus is the overall estimation effort.

5. Which of the following are Product Owner responsibilities?

1. Define the project vision
2. Determine the Scrum Team members
3. Approve User Stories

- A. 1 and 2
- B. 1 and 3
- C. 2 and 3
- D. All of the above**

D is correct.

Chapter 2: Introduction to Scrum – Exercise Answers

Part 1 of 2

You work at an organization that has never attempted any agile approaches. Everything has always used traditional project management techniques and tools. Many past projects have gone over budget and were late. The CIO has suggested there must be a change to improve both efficiency and effectiveness and has determined that Scrum might provide a way to achieve the goal.

You will be the Product Owner for the initial project. Your initial job is to recruit Scrum Master and the Scrum team. One of the first people you talk with, one of the better project managers with extensive experience related to the needs of the project is very skeptical about trying anything new. "I'll consider it," the project manager says, "but don't blame me if things fail."

Use the information in this chapter to come up with a possible response. You will have to think about it; the answer is not explicitly provided, but can be inferred or extrapolated from the information in this chapter. What do you say to the skeptical individual -- remember you are the Product Owner responsible for the overall business value?

Answer to Part 1 of 2

As the Product Owner you understand that stuff happens. Not everything goes according to plan. It's not a matter of "if" things fail, it's about when things fail. One of the benefits of Scrum is that things break sooner with an earlier opportunity to take appropriate corrective action. This is supported by short (compared to traditional project management) work/delivery cycles called Time-box or Sprints -- typically no longer than 4 weeks.

Each Sprint produces a small increment of the whole. If a problem is discovered it's address it immediately. This will allow the project manager, now Scrum Master, the opportunity to be more successful because of the regular and sustainable pace of work and the short increments (time-boxes). Because each Sprint delivers the current highest value (to the business) we avoid scope-creep and resulting surprises. In other words, the overall idea is to fail sooner; not if things fail, but when. The more challenges we catch up-front, the less likely we are to run into problems later. The goal isn't "don't fail," but accept failure as a learning opportunity (Empirical Process Control at work), learn from it and get better. Further, it's not a matter of blame (you or any other team member)! Scrum teams take collective ownership of results; the team succeeds or fails as a unit; no finger pointing, no blame. When the team fails and learns what works and what doesn't, everyone benefits.

Part 2 of 2

Traditional project management focuses on the management of resources (including people, time and money). What is different about Scrum, and specifically the role of Product Owner (PO)?

Answer part 2 of 2

Scrum teams aren't resources to be managed, in the traditional sense. This represents a challenge for everyone. The PO role is a dual role that has to work with the stakeholder community to understand business goals and expectations and then be to translate that to something that will be actionable by the development teams. This might look like the role of the traditional business analyst (BA), and to some extent that's correct. However, the role of the PO is broader. The role of the BA is limited to the elicitation and documentation of requirements; the PO creates the business justification, confirms the benefit realization by the stakeholders and is responsible for the end-to-end value proposition of the project.

While both traditional project management and Scrum use cross-functional teams, the application in Scrum with self-organizing teams is very different. Scrum team work from user stories not specific requirements. This allows the actual requirements to evolve during the project as opposed to requirements defined up-front in traditional project management. Self-organizing teams have to be empowered to make decisions and get clarification, when needed, from the Product Owner. Teams working with a traditional project management approach don't have the same set of "team obligation" (e.g., the Daily Standup). Work efforts are shorter; Sprints (or time-boxed work efforts) are typically 1 to 4 weeks versus 3 or 4 months in traditional project management. Unless specifically changed, the Sprint length in Scrum is a fixed length of time. Management stages in traditional project management may have different lengths depending on milestones and decision points. Because of the short length of each Sprint, issues to surface sooner and provide the ability for faster mid-course correction. It also provides for the PO and stakeholders to review the state of work sooner (at the end of each Sprint).

Time and money aren't specifically managed in a Scrum effort. Once the budget and schedule are established (by the business and the PO), the focus shifts to scope: what can be done that delivers the most value within the time and money constraints allows. Work is allocated to the highest value elements of the product (or service) so that at the end of the effort, on time and within budget, what is delivered might not be the entire scope that was envisioned, but it is the most valuable to the stakeholders. In other words, while traditional project management holds scope constant, Scrum allows scope to change in response to evolving business need.

Chapter 3: Roles and Responsibilities – Quiz

1. Which one of the following are Product Owner responsibilities?
 1. Facilitate collaboration with stakeholders
 2. Most knowledgeable person about Scrum
 3. Writes the acceptance criteria and the Definition of Done for every user story
 4. Create the product vision
 5. Participate in Sprint review and retrospect meetings.
 6. Confirms business justification for projects
 7. Creates epics and user stories
 - A. 2, 4, 6, 7
 - B. 1, 3, 5
 - C. 3 and 5 only
 - D. 1, 4, 6, 7

2. Which of the following is NOT part of the authorities the Product Owner has?
 - A. Clarifies requirements and acceptance criteria
 - B. Make decisions on behalf of the Team
 - C. Helps determines Scrum team members
 - D. Does not introduce changes after the Sprint has started

3. Which statement is true about the role of the Product Owner (PO) and the Scrum Master (SM)?
 - A. The PO is responsible for the all processes that deliver value; the SM is the servant leader of the effort.
 - B. The SM owns the Scrum process; the PO owns the business value
 - C. The PO is the voice of the customer; the SM is the voice of the team
 - D. The SM helps create a workable backlog; the PO is responsible for the big picture

4. What is the role of the Product Owner (PO) in quality, change and risk?

- A. The PO approves changes within tolerances, writes the acceptance criteria, and owns risks.
- B. The PO doesn't get involved with small changes, owns the risks, and quality is integrated into organizational quality controls.
- C. Because Scrum allows the plan to evolve (change) during development, it allows changes. Quality is based on a Definition of Done within a Sprint. The PO is the risk owner.
- D. The basis of quality in Sprint is the Deming (PDCA) cycle. Change is restricted to authorization by the Product Owner as the primary voice of the customer. Risk is handled based on organizational policies and procedures.

5. How does the Product Owner interact with the Scrum Team?

- A. The PO assigns user stories, participates in Sprint Reviews, and approves changes.
- B. The PO writes the acceptance criteria for user stories and works with the team to clarify and issues or concerns.
- C. The PO has minimal interaction with the team except at the beginning and end of each Sprint (Sprint planning reviews).
- D. The PO interactions with the team are facilitated by the Scrum Master.

Chapter 3: Roles and Responsibilities – Exercises

Part 1 of 2

Scrum Team authorities include Transparency, Inspection and Adaptation which the SBOK collectively calls Empirical Process Control (EPC). How does the Product Owner participate in these activities?

Part 2 of 2

How does the role of the Product Owner differ from the role of a project manager or a Scrum Master?

Chapter 3: Roles and Responsibilities – Quiz Answers

1. Which one of the following are Product Owner responsibilities?

1. Facilitate collaboration with stakeholders
2. Most knowledgeable person about Scrum
3. Writes the acceptance criteria and the Definition of Done for every user story
4. Create the product vision
5. Participate in Sprint review and retrospect meetings.
6. Confirms business justification for projects
7. Creates epics and user stories

- A. 2, 4, 6, 7
B. 1, 3, 5
C. 3 and 5 only
D. 1, 4, 6, 7

The Product Owner may participate in the Retrospect Sprint meeting, at the discretion of the team, it's not a given. The Product may write the Definition of Done, but that isn't on a per story basis. D is correct.

2. Which of the following is NOT part of the authorities the Product Owner has?

- A. Clarifies requirements and acceptance criteria
B. Make decisions on behalf of the Team
C. Helps determines Scrum team members
D. Does not introduce changes after the Sprint has started

The team makes decisions on the part of the team; that is part of the essence of self-organization. B is correct.

3. Which statement is true about the role of the Product Owner (PO) and the Scrum Master (SM)?

- A. The PO is responsible for the all processes that deliver value; the SM is the servant leader of the effort.
B. The SM owns the Scrum process; the PO owns the business value
C. The PO is the voice of the customer; the SM is the voice of the team
D. The SM helps create a workable backlog; the PO is responsible for the big picture

B is correct.

4. What is the role of the Product Owner (PO) in quality, change and risk?

- A. **The PO approves changes within tolerances, writes the acceptance criteria, and owns risks.**
- B. The PO doesn't get involved with small changes, owns the risks, and quality is integrated into organizational quality controls.
- C. Because Scrum allows the plan to evolve (change) during development, it allows changes. Quality is based on a Definition of Done within a Sprint. The PO is the risk owner.
- D. The basis of quality in Sprint is the Deming (PDCA) cycle. Change is restricted to authorization by the Product Owner as the primary voice of the customer. Risk is handled based on organizational policies and procedures.

A is correct.

5. How does the Product Owner interact with the Scrum Team?

- A. The PO assigns user stories, participates in Sprint Reviews, and approves changes.
- B. **The PO writes the acceptance criteria for user stories and works with the team to clarify and issues or concerns.**
- C. The PO has minimal interaction with the team except at the beginning and end of each Sprint (Sprint planning reviews).
- D. The PO interactions with the team are facilitated by the Scrum Master.

B is correct.

Chapter 3: Roles and Responsibilities – Exercise Answers

Part 1 of 2

Scrum Team authorities include Transparency, Inspection and Adaptation which the SBOK collectively calls Empirical Process Control (EPC). How does the Product Owner participate in these activities?

Answer to part 1 or 2

Transparency requires that all facets (including artifacts) of any Scrum process are observable by anyone. This helps develop a common language and proper information radiators. This also means there is a common Definition of Done so that all Scrum Teams on the project share the same approach.

Inspection subjects every Scrum artifact (information radiators, and work products) to frequent inspection by the core and non-core teams. Both reviews and retrospectives contribute to both inspection and adaptation. Everything that is "inspected" is subject to improvement and that is what "adaptation" is all about. Other events that are part of both inspection and adaptation include Sprint Planning Meeting and the Daily Stand-up (or Daily Scrum).

Adaptation is applied whenever an inspection reveals that one or more aspects of inspected artifact (including processes) deviate from acceptable limits (or tolerances), the resulting work product will be unacceptable. Adaptation is the change or adjustment that is rapidly made (or as soon as possible) to minimize any further divergence from expectations.

These three are critical aspects of self-empowered teams to be able to learn lessons and make improvements during the project life span. It's up to the Scrum Master to not only assist the teams with these areas, but also to make sure the various possible touch points for EPC aren't skipped.

The Product Owner makes the Prioritized Product Backlog (PPB) visible for everyone; works with the team to inspect user stories and acceptance criteria to make sure there is clarity; participates in the Review Sprint Meetings (part of transparency and inspection and potentially adaptation if issues that need to be addressed or corrected surface during the meeting when these items are added to the PPB).

Every aspect of activities of the core team, and in some cases the non-core team, should be visible (in so far as they impact the Scrum project), and improved (which is part of goal for Empirical Process Control).

Part 2 of 2

How does the role of the Product Owner differ from the role of a project manager or a Scrum Master?

Answer Part 2 of 2

The Scrum Master is the keeper of the Scrum processes. Acting as coach the Scrum Master helps people engaged in Scrum activities as well as people in the organization outside of Scrum understand their interactions. The Scrum Master helps the Product Owner understand the techniques to manage and groom the Prioritized Product Backlog effectively. This also means helping the Scrum Team to get clearly understand the items at the top of the product backlog that are candidates for inclusion in the Sprint Backlog.

The Scrum Master coaches the development team to be self-organizing. The most difficult aspect of working with Teams is to get them focus on business, not technical, value. This means helping/coaching the team to ask the right questions:

- What is the business purpose?
- What is the business value?
- What is the business impact?
- How does this impact the business? Can it be simplified, refined, reduced, etc?

It is the Product Owner who supplies the answers to these (and related) questions; it is the Product Owner who has the responsibility to articulate the business value (starting with the vision statement).

The Scrum Master may be asked to help determine the best cross-functional team composition, but it is the Product Owner, as the representative of the business and the voice of the customer, who typically will have the final say on team composition.

The Scrum Master facilitates Scrum events as needed or requested and coaches the core roles to help make sure Scrum is fully adopted and understood. The Product Owner has responsibility of the business value delivered by the project; the Scrum Master is a servant leader/facilitator of the effort. The Product Owner can cancel a Sprint; the Scrum Master may assist with the effort.

Chapter 4: Planning -- Quiz

1. What is the purpose for the Project Vision statement?
 1. Define the overall scope of the effort
 2. Identifies the customers and users
 3. Demonstrates a competitive advantage or difference
 - A. 1 and 2
 - B. 1 and 3
 - C. 2 and 3
 - D. All of the above
 2. Which of the following is most correct about the Sprint Planning Meeting?
 - A. The entire core team is present for the meeting.
 - B. The meeting is time-boxed to 4-hours.
 - C. The meeting is actually two separate meetings.
 - D. The Scrum Team uses the meeting to determine which stories they'll select from the Prioritized Product Backlog.
 3. Which statement is MOST correct about the Prioritized Product Backlog (PPB)?
 - A. The PPB defines the overall work on the project. It is archived when the product closes.
 - B. The PPB contains user stories and bugs that need to be addressed
 - C. The PPB is maintained by the Product Owner, but anyone can make or suggests additions to it
 - D. The PPB is a dynamic list of changes, risks, bugs and epics that feed the Sprint backlogs.
 4. What is the purpose for the grooming the product backlog?
 - A. Grooming is an activity performed by the Product Owner as a part of maintaining the product backlog. It assures stories have the proper priority.
 - B. The process of grooming the product backlog assigns initial story points to each item. This makes grooming a way to refine the product backlog to increase team efficiency by reducing unknowns and uncertainties to support a sustainable pace.
 - C. The purpose for grooming is to remove (groom) stories that are no longer needed from the product backlog.
 - D. Grooming is the first step before conducting the Sprint Planning Meeting. It selects the candidate stories for inclusion in the Sprint.
-

5. What is the difference between release planning in traditional project management and Scrum?
- A. There is no real difference; release planning is an important aspect of every project.
 - B. Release planning in tradition project management is predictive and based on a plan; release planning in Scrum is based on organizational priorities.
 - C. Release planning in Scrum is not as precise as traditional project management.
 - D. Release planning in Scrum is much more difficult than traditional project management because there are no project milestones in Scrum compared to traditional project management.

Chapter 4: Planning – Exercises

Part 1 of 3: Project Vision

Write a simple Project Vision Statement?

Part 2 of 3: User Story and Acceptance Criteria

Write a User Story and appropriate acceptance criteria. How does a story differ from an Epic?

Part 3 of 3: Release Plan

You are an experienced Product Owner on a new project working with an experienced team. You have just asked the team for a Release Plan. What information do you expect to see? How will you apply that information?

Chapter 4: Planning – Quiz Answers

1. What is the purpose for the Project Vision statement?

1. Define the overall scope of the effort
2. Identifies the customers and users
3. Demonstrates a competitive advantage or difference

- A. 1 and 2
- B. 1 and 3
- C. 2 and 3
- D. All of the above**

D is correct. There is an exercise that amplifies this answer.

2. Which of the following is most correct about the Sprint Planning Meeting?

- A. The entire core team is present for the meeting.
- B. The meeting is time-boxed to 4-hours.
- C. The meeting is actually two separate meetings.
- D. The Scrum Team uses the meeting to determine which stories they'll select from the Prioritized Product Backlog.**

While it is true that Sprint Planning Meetings are time-boxed, the time is based on the length of the Sprint. The Product Owner attends the first part of the meeting but is on-call for the second half if the team needs more information. So, while it is technically true that the Sprint Planning Meeting is divided into two sections, it's really one meeting with slightly different purposes in each half: story (and acceptance criteria) clarification and selection followed by a How-to meeting to turn the stories into a deliverables during the Sprint. D is the most correct answer.

3. Which statement is MOST correct about the Prioritized Product Backlog (PPB)?

- A. The PPB defines the overall work on the project. It is archived when the product closes.
- B. The PPB contains user stories and bugs that need to be addressed**
- C. The PPB is maintained by the Product Owner, but anyone can make or suggests additions to it
- D. The PPB is a dynamic list of changes, risks, bugs and epics that feed the Sprint backlogs.

B is correct. D does not include the main component of the PPB, user stories. The PPB is never done or closed. As the owner and accountable party for the business value, only the Product Owner can make changes to the PPB.

4. What is the purpose for the grooming the product backlog?
- A. Grooming is an activity performed by the Product Owner as a part of maintaining the product backlog. It assures stories have the proper priority.
 - B. The process of grooming the product backlog assigns initial story points to each item. This makes grooming a way to refine the product backlog to increase team efficiency by reducing unknowns and uncertainties to support a sustainable pace.**
 - C. The purpose for grooming is to remove (groom) stories that are no longer needed from the product backlog.
 - D. Grooming is the first step before conducting the Sprint Planning Meeting. It selects the candidate stories for inclusion in the Sprint.

B is the correct answer. When properly done, refining the product backlog may help to reduce the time required for the Sprint Planning Meeting by adding clarity to the items in the product backlog. Remember the product backlog is an ordered-list (ordered by priority) of everything needed to produce the final product delivered by the project.

5. What is the difference between release planning in traditional project management and Scrum?
- A. There is no real difference; release planning is an important aspect of every project.
 - B. Release planning in tradition project management is predictive and based on a plan; release planning in Scrum is based on organizational priorities.**
 - C. Release planning in Scrum is not as precise as traditional project management.
 - D. Release planning in Scrum is much more difficult than traditional project management because there are no project milestones in Scrum compared to traditional project management.

The most correct answer is B. Release planning in Scrum can actually be more precise than traditional project management because it is (or should be) updated after every Sprint. In both traditional project management and Scrum, the release plan will always have ranges (or tolerances).

Chapter 4: Planning -- Exercise Answers

Part 1 of 3: Project Vision

Write a simple Project Vision Statement?

Answer Part 1 of 3: Project Vision

The biggest challenge to writing a project vision is collecting the appropriate information. There is a template provide in the course that is reproduced here:

- For (the customer or target audience)
- Who (need -- including both changes to existing or opportunity)
- The (proposed project product name) is a (type of, or product category)
- That (does, expressed as a business benefit or compelling reason to purchase)
- Unlike (competitive alternative -- including internal existing system)
- The new product (does, delivers -- some statement of primary difference, the expected benefit)
- That supports (the company objective to... at a cost of \$___ and by when)

To write a project vision, you have to identify the customer and target audience. The next step is to determine their expectations for the effort, what do they need? The solution is a type of... that does what to meet their expectations? What is the compelling business need? Note the focus is on business, not technical value. What will this do to improve the productivity, responsiveness, flexibility, new market opportunities, etc? What options are available already and how do they miss the mark (with respect to the customer expectations)? What is different about this product that provides a competitive advantage to the organization that justifies the time, effort and money about to be committed?

It may take some time to put together everything needed to write the Project Vision, but once it's completed, it defines scope for the development team, expectations for the business and management and helps support prioritization of the product backlog.

Part 2 of 3: User Story and Acceptance Criteria

Write a User Story and appropriate acceptance criteria.

Part 2 of 3 Answer: User Story and acceptance Criteria

A user Story follows the template provided: "As a <insert role or persona here>, I should be able to <do this thing I want to do> so that <I get a benefit I want>"

A simple user story: As a website customer I should be able to use my credit card to purchase products from the site.

On the surface this might seem like an acceptable story, until you think about the acceptance criteria. Which credit card? The way the system will prompt the user (website customer) for credit card and validate the information will be different for Master Card and Visa, American Express and Discover.

So we re-write the story: As a website customer I should be able to use my Master Card or Visa to purchase items from the site?

This might be sufficient IF the organization accepts both Master Card and Visa, if not, limit the story to only one card type.

Acceptance Criteria: The website user is able to provide there Master Card (or Visa) number, CVV, expiration date and billing and shipping address. The system can assume billing and shipping addresses are the same unless the user checks a box on the screen to indicate different addresses. IF credit card number is valid (using the XYZ validation script provided by our merchant account vendor), submit the order to our on-line merchant account using their defined mechanism. If the merchant account returns a success code, submit the order to our warehouse for fulfilment. If the merchant account returns an error code, inform the user the order was declined and provide information for their follow-up.

If the Master Card number does not validate as valid, tell the user what is not correct and display the credit card form with their data still intact with a clear indication of what has to be fixed.

Note: The Acceptance Criteria is quite detailed. In effect you're writing the beginnings of a test script that covers both a pass and failure condition.

With both the user story and the acceptance criteria the team is in a much better position to estimate the effort and determine the amount of time it will take to implement.

Part 3 of 3: Release Plan

You are an experienced Product Owner on a new project working with an experienced team. You have just asked the team for a Release Plan. What information do you expect to see? How will you apply that information?

Part 3 of 3: Release Plan Answer

With an experienced Scrum Team the process to arrive at a Release Plan is relatively straightforward. The experienced team will work with the Product Owner to do a (rough) estimate of the Prioritized Product Backlog. The team will also know its Velocity. Based on the Sprint Length and team Velocity, the team will be able to estimate how many stories (based on Story Points or whatever measure was used to determine the Velocity) it can handle in each Sprint.

This information allows the team to estimate (with appropriate ranges and confidence factors) the number of Sprints it will take to implement a specific amount of functionality. The team should update this information after every Sprint -- with the likelihood that if the initial estimates were close, confidence should increase and ranges might decrease.

The Release Plan should also include ranges regarding what will be accomplished and a confidence factor regarding the estimate. Dates and Scope are adjusted to update the plan after every Sprint, with information supplied by the team.

With this information and information for the appropriate release (and deployment) and operational teams, you can plan the release packages (i.e. which Sprint products get combined into operational releases for use by stakeholders. This could be a full release of each "package" or a pilot/beta depending on the size of the effort or organizational guidelines or policy.

Chapter 5: Manage Quality, Change and Risk -- Quiz

1. How does Scrum optimize quality?
 - A. It integrates activities to manage change and risk, provides for Empirical Process Control and measures everything against business value and criteria for Done.
 - B. Quality, change and risk are all integrated with organizational standard, policies and guidelines. In this way, everything Scrum processes are never at odds with the organization.
 - C. The Scrum Guidance Body working with the organization determines the appropriate way to handle quality, change and risk.
 - D. Quality, change and risk are all driven by and based on the Project Vision that defines customer expectations in these areas.

 2. The purpose for the Acceptance Criteria is...?
 1. to make sure there is clarity regarding what they team must produce
 2. to separate User Story from Epic
 3. to make sure the team only does what was committed at the beginning of the Sprint
 4. to help the team determine the complexity of the effort to assist with better estimation.
 - A. All of the above
 - B. 1, 2, 3
 - C. 1, 2, 4
 - D. 3 and 4 only

 3. What is the Definition of Done?
 - A. A checklist of things to do
 - B. It is related to acceptance criteria and applies to each story
 - C. A set of rules that applies to the work performed during each Sprint
 - D. Established by the team for each Sprint to document what they've completed.

 4. Which of the following statements is MOST correct about the Risk Burndown Chart?
 - A. It is owned by the Product Owner (because the PO is the risk owner) and used to plan and mitigate risks.
 - B. It is updated by the Scrum master after every Sprint
 - C. It is a predictive tool, used by the Product Owner to forecast risk and exposure during and should trend down as the project approaches completion.
 - D. It provides a visible artifact to demonstrate the differences between risks that are threats and risks that opportunities.
-

5. Which of the following is true?
1. Changes are unapproved and not added to the product backlog until they are prioritized.
 2. Most changes that are within defined tolerance levels can be approved by the Product Owner.
- A. 1 is True.
B. 2 is True
C. Both are true
D. Both are false

Chapter 5: Manage Quality, Change and Risk -- Exercise

Part 1 of 2; Change

You are the Product Owner on a project. How do you handle change? (Note: the question is about the role of the PO, not the specifics of the change)

Part 2 of 2: Risk

As the Product Owner, what are the steps you would take to deal with Risk in your project?

Chapter 5: Manage Quality, Change and Risk -- Quiz Answer

1. How does Scrum optimize quality?

- A. **It integrates activities to manage change and risk, provides for Empirical Process Control and measures everything against business value and criteria for Done.**
- B. Quality, change and risk are all integrated with organizational standard, policies and guidelines. In this way, everything Scrum processes are never at odds with the organization.
- C. The Scrum Guidance Body working with the organization determines the appropriate way to handle quality, change and risk.
- D. Quality, change and risk are all driven by and based on the Project Vision that defines customer expectations in these areas.

A is correct.

2. The purpose for the Acceptance Criteria is...?

- 1. to make sure there is clarity regarding what they team must produce
 - 2. to separate User Story from Epic
 - 3. to make sure the team only does what was committed at the beginning of the Sprint
 - 4. to help the team determine the complexity of the effort to assist with better estimation.
- A. All of the above
 - B. 1, 2, 3
 - C. **1, 2, 4**
 - D. 3 and 4 only

C is correct.

3. What is the Definition of Done?

- A. A checklist of things to do
- B. It is related to acceptance criteria and applies to each story
- C. **A set of rules that applies to the work performed during each Sprint**
- D. Established by the team for each Sprint to document what they've completed.

C is correct. The Definition of Done is more than just a checklist.

4. Which of the following statements is MOST correct about the Risk Burndown Chart?
- A. It is owned by the Product Owner (because the PO is the risk owner) and used to plan and mitigate risks.
 - B. It is updated by the Scrum master after every Sprint
 - C. It is a predictive tool, used by the Product Owner to forecast risk and exposure during and should trend down as the project approaches completion.**
 - D. It provides a visible artifact to demonstrate the differences between risks that are threats and risks that opportunities.

C is correct

5. Which of the following is true?
- 1. Changes are unapproved and not added to the product backlog until they are prioritized.
 - 2. Most changes that are within defined tolerance levels can be approved by the Product Owner.
- A. 1 is True.
 - B. 2 is True**
 - C. Both are true
 - D. Both are false

B is correct. Changes are not added to the product backlog until they are approved.

Chapter 5: Manage Quality, Change and Risk -- Exercise Answer

Part 1 of 2; Change

You are the Product Owner on a project. How do you handle change? (Note: the question is about the role of the PO, not the specifics of the change)

Part 1 of 2: Change Answer

While other roles might be able to request changes, the SBOK suggests that the responsibility to initiate change (i.e. actually added to the workload represented by the Prioritized Product Backlog) rests with the Product Owner. The first thing the PO must do is determine if the scope of the change is within the permitted tolerances allowed when the project was chartered. In other words, it is unlikely for the organization to give the PO carte blanche without any oversight or limitations.

If the change is within prescribed tolerance, the product owner has to determine if the change is within the scope of the project as defined in the Project Vision statement. If it is and the change would add value for stakeholders, the PO can approve the change and place in the product backlog with an appropriate priority (either documented in the request for change or in conversation with the impacted stakeholders).

If the change requires approval outside of the authority granted the PO, it goes to the appropriate organization individual or body for approval.

Typical tolerance levels include (but not limited to): cost, time, quality, scope, risk and business value/benefit.

How changes that are not approved should be handled depends on the organization. Usually it should include a statement back to the initiator that the change has been rejected, the reason for rejection and the possible conditions under which the change can (or should) be resubmitted.

Part 2 of 2: Risk

As the Product Owner, what are the steps you would take to deal with Risk in your project?

Part 2 of 2: Risk Answer

At the very least you should attempt to determine:

- The cause of the risk, the situation or circumstances that would cause the risk.
 - Identify the event causes the risk
 - Identify the effect or impact of the risk if it were to occur
-

Note: since risks can represent opportunity or threat, the list above is not just about negatives.

The SBOK describes a 5-step risk mitigation procedure that is an excellent approach in or out of Scrum-based activities (it is also used by PRINCE2 and other frameworks).

1. Identify the context of the risk. What project objectives are impacted? As noted above, it's also important to identify cause, event and impact of the risk.
2. Assess the risk. Is it a threat or an opportunity? What is the probability of occurrence? How likely is it to occur and how quickly? Evaluate the net effect and severity of the risk.
3. Prioritize the risk for the Prioritized Product Backlog
4. Mitigate and implement an appropriate strategy to deal with risk. In other words, make sure there is a planned response to the risk when/if the risk event occurs.
5. Communicate both threats and opportunities identified in the first four steps to the appropriate stakeholders.

Chapter 6: Sprints -- Quiz

1. What is the purpose for the first part of the Sprint Planning Meeting?
 - A. The Product Owner (PO) confirms the Prioritized Product Backlog (PPB) and selects items for inclusion in the Sprint
 - B. The PO and the Scrum Team discuss possible items that might be included in the next Sprint
 - C. The Scrum Team selects items from the top of the PPB that are appropriate for the team and works with the PO to ensure there is clarity regarding the items selected.
 - D. The PO suggests user stories and the Scrum Team clarifies issues

 2. What does the term "velocity" mean?
 - A. It is a relative measure of the number of story points or stories completed within a Sprint
 - B. It is used to compare teams and projects with respect to efficiency
 - C. Is only useful in short term planning because the velocity will change during a project as the team gains experience.
 - D. Velocity is part of Empirical Process Control. Specifically it is an aspect of team performance and efficiency made visible through transparency

 3. The Daily Standup is:
 1. Communication within the development team
 2. The basis for a status report to management
 - A. 1 is true
 - B. 2 is true
 - C. Both are false
 - D. Both are true

 4. What does it mean to groom the product backlog?
 - A. Weeding out stories, risks, and changes that no longer apply
 - B. Grooming is a process to re-prioritized the backlog when/as business needs dictate
 - C. Another name for grooming is maintaining
 - D. Is an activity only performed by the Product Owner
-

5. What is the purpose for the Sprint review meeting? How does it differ from the retrospective meeting?
- A. The review demonstrates completed stories to the Product Owner and stakeholders. Retrospective meetings review process. The Product Owner attends both meetings, leading the review and participating in the retrospect.
 - B. The review demonstrates completed stories to the Product Owner and stakeholders. Retrospective meetings review process. The Product Owner participates in the review meeting and may be invited to participate in the retrospect.
 - C. The retrospect demonstrates completed stories to the Product Owner and stakeholders. Review meetings review process for improvement and lessons learned.
 - D. The outputs of the review include changes to product and process, the output of the retrospect meeting includes changes to the product backlog.

Chapter 6: Sprints -- Exercises

Part 1 of 2: Ship deliverables

The purpose for every Sprint is to build something that is potentially shippable. How is the Product Owner involved in this process?

Part 2 of 2: Sprint Planning Meeting

As the Product Owner you participate in the Sprint Planning Meeting. What should you expect to come out of this meeting?

Chapter 6: Sprints -- Quiz Answers

1. What is the purpose for the first part of the Sprint Planning Meeting?
 - A. The Product Owner (PO) confirms the Prioritized Product Backlog (PPB) and selects items for inclusion in the Sprint
 - B. The PO and the Scrum Team discuss possible items that might be included in the next Sprint
 - C. The Scrum Team selects items from the top of the PPB that are appropriate for the team and works with the PO to ensure there is clarity regarding the items selected.**
 - D. The PO suggests user stories and the Scrum Team clarifies issues

C is correct.

2. What does the term "velocity" mean?
 - A. It is a relative measure of the number of story points or stories completed within a Sprint**
 - B. It is used to compare teams and projects with respect to efficiency
 - C. Is only useful in short term planning because the velocity will change during a project as the team gains experience.
 - D. Velocity is part of Empirical Process Control. Specifically it is an aspect of team performance and efficiency made visible through transparency

A is correct.

3. The Daily Standup is:
 1. Communication within the development team
 2. The basis for a status report to management

- A. 1 is true**
- B. 2 is true
- C. Both are false
- D. Both are true

A is correct.

4. What does it mean to groom the product backlog?
- A. Weeding out stories, risks, and changes that no longer apply
 - B. Grooming is a process to re-prioritized the backlog when/as business needs dictate
 - C. Another name for grooming is maintaining**
 - D. Is an activity only performed by the Product Owner
- Both A and B are included in C (the correct answer). The PO isn't the only person involved.
5. What is the purpose for the Sprint review meeting? How does it differ from the retrospective meeting?
- A. The review demonstrates completed stories to the Product Owner and stakeholders. Retrospective meetings review process. The Product Owner attends both meetings, leading the review and participating in the retrospect.
 - B. The review demonstrates completed stories to the Product Owner and stakeholders. Retrospective meetings review process. The Product Owner participates in the review meeting and may be invited to participate in the retrospect.**
 - C. The retrospect demonstrates completed stories to the Product Owner and stakeholders. Review meetings review process for improvement and lessons learned.
 - D. The outputs of the review include changes to product and process, the output of the retrospect meeting includes changes to the product backlog.

Chapter 6: Sprints -- Exercises Answers

Part 1 of 2: Ship deliverables

The purpose for every Sprint is to build something that is potentially shippable. How is the Product Owner involved in this process?

Part 1 of 2 Ship Deliverables Answer

The PO attends and leads the Sprint review meeting (Demonstrate and Validate Sprint). Based on feedback from stakeholders the products of the Sprint are added to a planned release package designed (or determined) as a result of release planning. Once the Sprint work products are accepted by first by the PO then the stakeholders, the PO should communicate with the appropriate release/deployment and operational functions to let them in the loop. The deployment plans should have been constructed once the release plan was done and updated with each Sprint.

Part 2 of 2: Sprint Planning Meeting

As the Product Owner you participate in the Sprint Planning Meeting. What should you expect to come out of this meeting?

Part 2 of 2: Sprint Planning Meeting Answer

There are two parts to the Sprint Planning Meeting. The first part would involve you as the PO to work with the team to determine which items from the Prioritized Product Backlog the team will tackle in this Sprint. In the first half you answer questions and clarify acceptance criteria for the team. The first half of the meeting results in the team accepting and committing to complete the agreed user stories.

During the second half of the meeting the team determines how they will implement the stories. As the PO you must be on-call to the team to answer any additional questions they have about the agreed items. It is possible that the team will want to renegotiate the committed stories (e.g., to return a story to the backlog because it was much more complex than originally anticipated).

Once both parts of the Sprint Planning Meeting are concluded, you know precisely which stories (and, therefore, shippable parts of the whole) will be "done" at the end of this Sprint. This allows you to update the release plan, alert appropriate stakeholders and deployment/operational teams.