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GAQM CASPO-001

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QUESTION NO: 1

Several stakeholders make conflicting requests for the next release. Which two actions best support effective Product Ownership? (Choose the best two answers)

- A. Clarify the expected outcomes and evidence behind the competing requests.
- B. Make and communicate a Product Backlog ordering decision that best supports the Product Goal.
- C. Require unanimous stakeholder agreement before ordering the Product Backlog.
- D. Allow the stakeholder with the largest budget to determine the Product Backlog order.
- E. Ask the Scrum Master to select the request with the lowest delivery effort.

ANSWER: A B

Explanation:

The Product Owner should actively obtain stakeholder input and understand the outcomes, risks, and assumptions behind competing requests. This information supports informed decisions about how to maximize product value rather than treating the loudest request as automatically most important.

After considering the information, the Product Owner should make and communicate a transparent Product Backlog ordering decision. Stakeholders may influence that decision through evidence and feedback, but Scrum does not require unanimous agreement, voting, or direct stakeholder control of the Product Backlog.

QUESTION NO: 2

Which of the following best describes an Increment of working software? (Choose the best answer)

- A. An automated test suite to verify functionality delivered in previous iterations.
- B. UML diagrams that describe how to deliver functionality in future iterations.
- C. A decomposition of all Product Backlog items into tasks for future Sprint Backlog lists.
- D. A new user interface design for functionality delivered in previous iterations.
- E. Additional features in a usable state that complement those delivered in previous iterations.

ANSWER: E

Explanation:

Additional features in a usable state that complement those delivered in previous iterations correctly describes an Increment. In Scrum, an Increment is a concrete, usable advancement toward the Product Goal. It is not merely a plan, design, specification, or evidence that software was tested. Rather, it is a product outcome that provides value and can be used by stakeholders when appropriate. An Increment must meet the team's Definition of Done, meaning the work has achieved the agreed quality measures required for it to be considered complete. It is also additive: each new Increment integrates with and builds upon earlier Increments, so the combined product remains coherent and functional. This cumulative nature enables transparent inspection of actual product progress and allows the Product Owner and stakeholders to make informed decisions about release timing and next priorities. Although Scrum does not require releasing every Increment, every Increment must be usable; unfinished work or partially integrated functionality does not qualify. The Scrum Guide explicitly defines an Increment as a "concrete stepping stone toward the Product Goal" and requires it to be usable and additive to prior Increments. See the [official Scrum Guide](#) and the [Scrum.org overview of Sprints and Increments](#).

QUESTION NO: 3

If the Product Backlog is not ready for Sprint Planning, what happens? (Choose the best answer)

- A. Cancel the Sprint until backlog is ready
- B. Identify enough work for the first day and set up a second Sprint Planning meeting when the Product Owner is ready
- C. Work during Sprint Planning to refine the backlog for one Sprint

ANSWER: C

Explanation:

Work during Sprint Planning to refine the backlog for one Sprint is correct because the Product Backlog is an emergent, ordered list rather than a document that must be completely finalized before a Sprint can begin. Sprint Planning starts the Sprint, and the Scrum Team collaborates to establish why the Sprint is valuable, what Product Backlog Items can be selected, and how the selected work will be accomplished. Where additional clarity is needed to make a realistic Sprint forecast, the team can discuss, decompose, clarify, and refine the relevant items during the planning event. This supports selecting an achievable amount of work and creating a Sprint Goal based on the team's current capacity and the most valuable available work. Product Backlog refinement is a continuing activity, but Scrum does not impose a separate "ready" gate that prevents Sprint Planning from occurring. The important outcome is that the Developers have enough understanding of the selected items to form a Sprint Backlog and begin working toward the Sprint Goal. The Scrum Guide describes Sprint Planning as the event that initiates the Sprint and identifies Product Backlog refinement as an ongoing activity: [The Scrum Guide](#). Additional official Scrum guidance on the Product Backlog is available from [Scrum.org](#).

QUESTION NO: 4

During a Sprint Retrospective, for what is the Scrum Master responsible? (Choose the best answer)

- A. Acting as a scribe to capture the Developers' answers.
- B. Prioritizing the resulting action items.
- C. Participating as a Scrum Team member and facilitating as requested or needed.
- D. Summarizing and reporting the discussions to management.

ANSWER: C

Explanation:

Participating as a Scrum Team member and facilitating as requested or needed is correct because the Scrum Master is accountable for ensuring that Scrum events take place and are positive, productive, and kept within their timeboxes. The Sprint Retrospective is a Scrum Team event in which team members inspect how the Sprint went in relation to individuals, interactions, processes, tools, and their Definition of Done, then identify useful improvements for the next Sprint. The Scrum Master participates in this inspection as a member of the Scrum Team rather than acting as an external observer or manager. When the team needs support, the Scrum Master helps create an environment in which open, constructive discussion can occur and effective improvement actions can be identified. Facilitation is therefore a service to the team: it can include helping the group maintain focus on the Retrospective purpose, encouraging participation, and ensuring the event remains productive. The Scrum Guide explicitly states that Scrum Masters ensure Scrum events take place and are positive and productive, while Scrum Teams decide which improvements to address. See the [official Scrum Guide](#) and the [Scrum.org overview of the Sprint Retrospective](#).

QUESTION NO: 5

What two things should be done if the Product Owner is unavailable? (Choose the best two answers)

- A. Within the Sprint, the Developers make the best decisions possible to assure progress toward the Sprint Goal, re-aligning with the Product Owner once he/she is available again.
- B. There should be a Product Owner team to allow a different person from that team to instantly take over the role of Product Owner.

C. In a permanent state of unavailability, a new Product Owner needs to be appointed. Development efforts without a Product Owner are not employing Scrum.

ANSWER: A C

Explanation:

Within a Sprint, the Developers should continue using their self-management to make the best decisions they can to advance toward the Sprint Goal. The Sprint Goal provides focus and a basis for day-to-day decisions, so a temporary lack of Product Owner availability does not require the Developers to stop their work. When the Product Owner becomes available, the team can re-align on product direction and any necessary Product Backlog adjustments. This preserves progress while recognizing that the Product Owner remains accountable for maximizing product value and for effective Product Backlog management.

If the Product Owner's unavailability is permanent, a new Product Owner must be appointed. Scrum defines the Product Owner as an accountability held by one person, rather than a committee or rotating group. That person is essential for accountable product-value decisions and clear ordering of Product Backlog items. Therefore, continuing development indefinitely with no appointed Product Owner means the Scrum Team is missing a required Scrum accountability. The organization should establish a replacement with the authority to make and communicate product decisions. See the [Scrum Guide](#) for the Product Owner accountability and Developers' self-management, and Scrum.org's [Product Owner overview](#) for further role context.

QUESTION NO: 6

The process of regular inspection and adaptation employs knowledgeable and skilled inspectors. What are two ways in which the Product Owner takes the lead in the inspection process? (Choose the best two answers)

- A. At the Sprint Review the Product Owner shares the current state of Product Backlog, which, combined with the inspection of the Increment, leads to an updated Product Backlog.
- B. At the Daily Scrum the Product Owner inspects the Sprint burn-down for progress towards a complete Increment and re-planning the team's work.
- C. At the end of Sprint Planning the Product Owner verifies the Sprint Backlog for completeness in order to allow the Sprint to start.
- D. The Product Owner invites stakeholders to the Sprint Review to learn how the current state of the marketplace influences what is the most valuable thing to do next.

ANSWER: A D

Explanation:

At the Sprint Review the Product Owner shares the current state of Product Backlog, which, combined with the inspection of the Increment, leads to an updated Product Backlog. This is a central Product Owner contribution to empirical inspection: the Product Owner makes the current Product Backlog transparent and collaborates with the Scrum Team and stakeholders to assess what was achieved, what has changed in the environment, and what should be pursued next. The resulting adaptation can include refining, reordering, or otherwise updating Product Backlog items to maximize future value. The Scrum Guide explicitly states that the Product Owner discusses the Product Backlog as it stands and that the review of progress toward the Product Goal may inform subsequent planning.

The Product Owner invites stakeholders to the Sprint Review to learn how the current state of the marketplace influences what is the most valuable thing to do next. Stakeholder participation provides essential information about customer needs, marketplace conditions, budget, timelines, and opportunities. Using that information during the Sprint Review supports inspection of outcomes and value, then enables informed adaptation of the Product Backlog. This leadership is consistent with the Product Owner's accountability for maximizing product value and effectively managing the Product Backlog. See the [Scrum Guide](#) and the [Scrum.org overview of the Sprint Review](#).

QUESTION NO: 7

A group of business representatives asks to become a Product Owner committee so that each representative can directly control Product Backlog ordering. Which two actions best preserve effective Product Ownership? (Choose the best two answers)

- A. Appoint one Product Owner who is accountable for Product Backlog ordering.
- B. Use the business representatives as stakeholders who provide input and feedback to the Product Owner.
- C. Give each representative authority to order the Product Backlog items for that representative's area.
- D. Create separate Product Backlogs so that each representative can manage one independently.
- E. Ask the Scrum Master to combine the representatives' votes into the final backlog order.

ANSWER: A B

Explanation:

Scrum requires one person to be accountable as the Product Owner. That person may represent the needs of many stakeholders and may delegate Product Backlog management activities, but accountability for maximizing value and effective Product Backlog management remains with one Product Owner.

The business representatives should provide their needs, evidence, and feedback as stakeholders. The Product Owner considers that input along with product strategy, risk, cost, and learning when ordering the Product Backlog. A voting committee or separate stakeholder backlogs would weaken clear accountability and reduce transparency about the product's direction.

QUESTION NO: 8

Learning turns into "validated learning" when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning? (Choose the best answer)

- A. Release an Increment to the market to learn about the business assumptions built into the product.
- B. Accept an Increment at the Sprint Review to learn about the forecast of functionality that was developed.
- C. Set the Sprint Goal before selecting Product Backlog items at Sprint Planning to learn about a Developer's productivity.

ANSWER: A

Explanation:

Release an Increment to the market to learn about the business assumptions built into the product is correct because validated learning requires exposing a usable product outcome to real users or customers and then assessing observable evidence. A Product Owner continually seeks to maximize product value, which depends on testing whether beliefs about customer problems, demand, usability, and desired outcomes are supported by actual market behavior. Releasing an Increment enables feedback such as usage patterns, conversion, retention, customer comments, support requests, and outcome metrics. That evidence can validate an assumption, invalidate it, or reveal a need to adapt the Product Goal and Product Backlog. The Scrum Guide defines an Increment as a concrete stepping stone toward the Product Goal and states that it must be usable; it may be delivered before the Sprint ends. This makes delivery and customer feedback an essential empirical basis for product decisions rather than relying only on internal forecasts or activity measures. The Scrum framework's emphasis on inspection and adaptation supports using market results to guide what to build next. See the [Scrum Guide](#) and the [Scrum.org Product Owner overview](#).