Scrum

Exam Questions PSPO-II

Professional Scrum Product Owner™ II (PSPO II)

NEW QUESTION 1
A separate Product Backlog is needed for every: (choose the best answer)

A. Product.
B. Scrum Team.
C. Portfolio.
D. Program.
E. All of the above.

Answer: A

Explanation:
According to the Professional Scrum Product Owner™ II certification guide1, a Product Backlog is an ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. The Product Backlog is owned by the Product Owner, who is accountable for maximizing the value of the product resulting from the work of the Scrum Team. Therefore, a separate Product Backlog is needed for every product, not for every Scrum Team, portfolio, program, or all of the above. Multiple Scrum Teams can work on the same product and share the same Product Backlog2. A portfolio or a program may consist of multiple products, each with its own Product Backlog3. References: 1: Professional Scrum Product Owner™ II Certification | Scrum.org 2: What is a Product Backlog? | Scrum.org 3: Product Backlog Explained [+ Examples] | Atlassian

NEW QUESTION 2
Complete this sentence: The more uncertain you are about customer needs or market desires (choose the best two answers)

A. the smaller each release should be.
B. the more you should focus on validating customer needs.
C. the more likely it is that you should invest in a different product.
D. the more important a risk management plan becomes.

Answer: AB

Explanation:
 Verified Answer: A, B
Very Very Short Explanation
In the context of Scrum and the PSPO II guidelines, when there is uncertainty about customer needs or market desires, it is recommended to make smaller releases to allow for quicker feedback and adaptation (A), and to increase the focus on validating customer needs to ensure that the product development is aligned with what customers actually want (B). This approach is consistent with the principles of empiricism and agility, which emphasize the importance of transparency, inspection, and adaptation123.

NEW QUESTION 3
Why should the Product Owner care that the Developers adhere to the Definition of Done? (choose the best two answers)

A. To influence the Total Cost of Ownership of the product.
B. To have transparency into what has been done at the end of each Sprint.
C. To be able to reprimand the team when they do not meet their velocity goal for the Sprint.
D. To ensure the Developers achieve a high level of productivity over time.

Answer: AB

Explanation:
* A. To influence the Total Cost of Ownership of the product: Adhering to the Definition of Done ensures that the product meets the required quality standards, which can influence the Total Cost of Ownership1.
* B. To have transparency into what has been done at the end of each Sprint: The Definition of Done provides a shared understanding of what work was completed and what standards were met as part of the Increment2. This creates transparency and allows the Product Owner to understand what has been accomplished at the end of each Sprint12.

NEW QUESTION 4
Your stakeholders are very demanding and each of them has at least one feature that they say is essential for the next release. As the Product Owner, you have validated that the feature
requests are all valid requests and would likely add value to your product. What should you do? (choose the best answer)

A. Escalate to the steering committee to make the call.
B. Wait until all essential features are complete before releasing the product.
C. Release when you can satisfy at least a single outcome, even though not all featuresare implemented.
D. Pick the two most influential stakeholders and satisfy their needs, then release.

Answer: C

Explanation:
* Focus on Value: Scrum emphasizes delivering increments of value early and often. Each release should focus on a clear outcome for users, even if it doesn't encompass every desired feature.
* Iterative Approach: Releasing a smaller, focused increment lets you gather feedback, course-correct, and add features incrementally based on what provides the most value.
* Stakeholder Management: Involve stakeholders in the prioritization process, explaining the rationale behind focusing on a specific outcome to gather input and secure buy-in.

NEW QUESTION 5
The environment in which a product will be used changes and emerges continually. What is the effect on the Product Backlog?
(choose the best answer)

A. The requirements specification document, describing the Product Backlog items, must be updated to ensure stability.
B. The Product Backlog evolves to reflect what the product needs to be most valuable.
C. There is no effect, the Product Backlog must stay the same until the end of the project.
D. The Product Backlog is archived and a new Product Backlog is created to take its place

Answer: B

Explanation:
* Option B is the best answer because it reflects the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is a living artifact that represents the current understanding of what the product needs to be most valuable for the customers and the stakeholders1. The Product Backlog is not a fixed or static document, but rather an emergent and dynamic one that adapts to the changing environment, needs, and feedback. The Product Owner is accountable for managing the Product Backlog and ensuring that it is transparent, ordered, and refined2. The Product Owner collaborates with the Scrum Team and the stakeholders to inspect and adapt the Product Backlog items based on the new insights, opportunities, and learnings that arise from the changing environment34. The Product Owner also uses various techniques, such as product vision, value proposition, user stories, experiments, and evidence-based management, to define, validate, and prioritize the Product Backlog items5 .
* Option A is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is not a requirements specification document, but rather a list of hypotheses and assumptions that need to be tested and validated in the real world5. The Product Backlog items are not detailed or fixed upfront, but rather refined and clarified as they get closer to implementation2. Updating the requirements specification document to ensure stability implies a
plan-driven and predictive approach that does not embrace change and feedback, and that does not optimize value delivery.
* Option C is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is not a project plan, but rather a product roadmap that guides the development of the product. The Product Backlog does not have a predefined end date or scope, but rather evolves and changes as the product grows and matures1. Keeping the Product Backlog the same until the end of the project implies a plan-driven and predictive approach that does not embrace change and feedback, and that does not optimize value delivery.
* Option D is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is not a disposable artifact, but rather a cumulative and iterative one that builds on the previous work and learnings1. The Product Backlog items are not discarded or replaced, but rather refined and updated as the product evolves and changes2. Archiving the Product Backlog and creating a new one implies a disruptive and wasteful approach that does not leverage the existing knowledge and feedback, and that does not optimize value delivery.
References:
* 1: Product Backlog
* 2: Product Backlog Management
* 3: Empiricism
* 4: Stakeholders & Customers
* 5: Product Vision
* : Product Value
* : Evidence-Based Management
* : [Agile Manifesto]
* : [Product Roadmap]
* : Product Owner Accountabilities
* : Sprint Review
* : Product Backlog Refinement
* : [User Stories]
* : [Value Proposition]
* : [Experiments]

NEW QUESTION 6
If burndown charts are used to visualize progress, what do they track? (choose the best answer)

A. Work remaining across time.
B. Accumulated cost.
C. Accumulated business value delivered to the customer.
D. Individual worker productivity.

Answer: A

Explanation:
A burndown chart is a graphical tool that shows the amount of work remaining versus time. It is often used to track the progress of a Sprint or a release. The work remaining is usually measured in terms of effort, such as hours or story points, and it is plotted on the vertical axis. The time is measured in terms of days or weeks, and it is plotted on the horizontal axis. The burndown chart starts with the total amount of work at the beginning of the Sprint or release, and it ideally ends with zero work at the end. The slope of the burndown chart indicates the rate of progress, or the velocity, of the Scrum Team12.
The other options are not what burndown charts track. Accumulated cost, accumulated business value, and individual worker productivity are not relevant or useful metrics for Scrum Teams, as they do not reflect the value or the quality of the product. Scrum Teams focus on delivering potentially releasable increments of the product that meet the Definition of Done, and they use empirical feedback to inspect and adapt their
work13. References: 1: Understanding and Applying the Scrum Framework 2: Burndown Chart 3: Products with Agility

NEW QUESTION 7
What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the next Sprint's Sprint Planning?
(choose the best answer)

A. Working with the Quality Assurance departments on the Increment of the current Sprint.
B. There are no such activitie
C. The next Sprint starts immediately after the current Sprint.
D. Updating the project plan with the stakeholders.
E. Refining the Product Backlog.

Answer: D

NEW QUESTION 8
Your product's nearest competitor has lower market share, but has higher customer satisfaction, though they lack some key features of your product. You are losing market share to them as customers discover them. They release 3 times faster than you, which is helping

them to win customers. What should you do first in response? (choose the best answer)

A. Add features to your next release that you think will retain and win customers.
B. Lower your product's price to make it more attractive to new and existing customers.
C. Improve your time-to-market and rate of innovation to improve your responsiveness.
D. Find new markets for your product that your competitor is not yet in.

Answer: C

Explanation:

Verified Answer: C
Very Very Short Explanation: According to the PSPO II guidelines, the focus should be on improving
time-to-market and rate of innovation to enhance responsiveness ©. This aligns with the principles of agility and Scrum, which emphasize the importance of delivering value quickly and responding to market changes123. By improving these areas, you can better meet customer needs and compete more effectively in the market.

NEW QUESTION 9
Which of the following statements is true about the Product Vision? (choose the best answer)

A. It evolves as the Scrum Team learns more about customers and their needs.
B. It is the shared responsibility of the Scrum Team to develop and evolve.
C. It must be completely free from discussions about strategic technology choices.
D. All of the above.
E. None of the above.

Answer: A

Explanation:

* Option A is the best answer because it reflects the agile and empirical nature of Scrum and Product Ownership. The Product Vision is a concise and inspiring statement that describes the purpose, direction, and value proposition of the product1. The Product Vision is not a fixed or static document, but rather an emergent and dynamic one that adapts to the changing environment, needs, and feedback. The Product Owner is accountable for creating and communicating the Product Vision to the Scrum Team and the stakeholders2. The Product Owner collaborates with the Scrum Team and the stakeholders to inspect and adapt the Product Vision based on the new insights, opportunities, and learnings that arise from the changing environment34. The Product Owner also uses various techniques, such as product discovery, user research, market analysis, and experiments, to validate and refine the Product Vision5 .
* Option B is not the best answer because it contradicts the accountability of the Product Owner. The Product Owner is the sole person responsible for managing the Product Backlog and maximizing the value of the product and the work of the Scrum Team. The Product Owner is also the sole person responsible for creating and communicating the Product Vision to the Scrum Team and the stakeholders2. The Product Owner may seek input and feedback from the Scrum Team and the stakeholders, but the final decision and authority on the Product Vision belongs to the Product Owner. The Scrum Team and the stakeholders are not accountable for developing and evolving the Product Vision, but they are expected to understand and support it .
* Option C is not the best answer because it contradicts the reality and complexity of product development. The Product Vision is not a technical specification, but rather a strategic and business-oriented statement that guides the development of the product1. The Product Vision does not prescribe how the product should be built, but rather why and what the product should achieve. However, the Product Vision is not completely detached from the technical aspects of the product, as the technology choices may have an impact on the feasibility, desirability, and viability of the product. The Product Owner should be aware of the strategic technology choices and their implications, and discuss them with the Development Team and the stakeholders, as part of the product discovery and validation process .
References:
* 1: Product Vision
* 2: Product Owner Accountabilities
* 3: Empiricism
* : Stakeholders & Customers
* 5: Product Discovery
* : Product Backlog Management
* : The Scrum Guide
* : Scrum Team
* : Product Value
* : Product Feasibility
* : Product Validation
* : [Agile Manifesto]
* : [User Research]
* : [Market Analysis]
* : [Experiments]

NEW QUESTION 10
Who is accountable for creating a valuable, useful Increment every Sprint? (choose the best answer)

A. The Scrum Team.
B. The Product Owner.
C. The Scrum Master.
D. The Developers.
E. The Project Manager.

Answer: A

Explanation:
According to the Scrum Guide, the Scrum Team consists of one Scrum Master, one Product Owner, and Developers. The entire Scrum Team is accountable for creating a valuable, useful Increment every
Sprint1. The Increment is a concrete step toward achieving the Product Goal, and it must meet the Definition of Done and be usable by the stakeholders1. The Product Owner is accountable for maximizing the value of the product and the work of the Developers1. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, helping everyone understand Scrum theory and practice, and removing impediments to the Scrum Team's progress1. The

Developers are accountable for creating any aspect of a usable Increment each Sprint1. All three roles must collaborate and coordinate their efforts to deliver the best possible product2.

NEW QUESTION 10
You work for a large financial institution. Your products have many interdependencies: you have mobile, web, and ATM product interfaces to financial products like savings, checking, spending, electronic payments, credit cards, and investments. When any of these financial products change, the changes ripple throughout the mobile, web, and ATM clients, and maintaining consistency is challenging. What should you do to reduce this problem?
(choose the best answer)

A. Form products that are as independent as possible and let each product determine their own release plans, but ensure coordination.
B. Create a centralized, coordinated cross-product Development Plan to ensure consistency.
C. Appoint a Project Lead to oversee all the products.
D. Ensure that the PMO manages the inter-product dependencies.
E. All of the above.

Answer: A

Explanation:
A is correct because forming products that are as independent as possible reduces the complexity and dependency of the product development, and allows each product to deliver value faster and more frequently1. Coordination among the products is still necessary to ensure alignment and consistency, but it should not be centralized or imposed by a higher authority2. B is incorrect because creating a centralized, coordinated cross-product Development Plan goes against the principles of empiricism, self-organization, and agility that Scrum promotes3. C is incorrect because appointing a Project Lead to oversee all the products undermines the accountability and autonomy of the Product Owners and the Scrum Teams4. D is incorrect because ensuring that the PMO manages the inter-product dependencies creates a layer of bureaucracy and control that hinders the collaboration and innovation of the Scrum Teams5. E is incorrect because it includes all the wrong answers.

NEW QUESTION 11
What percent of the time should a Product Owner dedicate to the Scrum Team? (choose the best two answers)

A. 100%.
B. Enough time to avoid the waste that is created by delaying answers to the Developers.
C. As much as the stakeholders want to budge
D. Business analysts take over the role the rest of the time.
E. 40%, or more if the stakeholders agree.
F. Enough time to ensure that the product Increment is valuable and useful.
G. Just enough time to keep the Developers from complaining.

Answer: BE

Explanation:
B is correct because the Product Owner is accountable for maximizing the value of the product and the work of the Developers1, and delaying answers to the Developers can cause waste, rework, and missed opportunities2.E
is correct because the Product Owner is responsible for ensuring that the product Increment is valuable and useful for the stakeholders and customers3, and this requires close collaboration and feedback with the Scrum Team and the users4.A is incorrect because the Product Owner does not need to dedicate 100% of their time to the Scrum Team, as they also have other accountabilities such as engaging with the market, managing the product vision, and aligning with the business strategy5. C is incorrect because the Product Owner is not a proxy for the stakeholders, and they should not delegate their role to business analysts or anyone else. D is incorrect because the Product Owner does not need the approval of the stakeholders to decide how much time they spend with the Scrum Team, as they are empowered to make the best decisions for the product. F is incorrect because the Product Owner should not base their time allocation on the complaints of the Developers, but on the value and quality of the product.

NEW QUESTION 12
You started measuring product feature usage in your last release. You are surprised to learn that a sizable percentage of the features you thought were very important are never or rarely used.
Which of the following actions could you take to further evaluate this unexpected result? (choose all that apply)

A. Spend more time talking to users to identify the impact they seek.
B. Disable the features that have never been used and listen for feedback.
C. Run experiments to increase your understanding of what customers find valuable.
D. Examine whether the rarely used features solve the intended problem.

Answer: ACD

Explanation:
Option A is correct because talking to users is one of the best ways to understand their needs, goals, and pain points. By spending more time with them, you can identify the impact they seek from your product and how your features align with that impact.This will help you validate your assumptions and learn from your customers12.
Option B is incorrect because disabling features that have never been used is a risky and potentially harmful action. It may cause frustration and confusion for the users who rely on those features, or who may want to use them in the future. It may also damage your reputation and trust with your customers.Instead of disabling features, you should seek feedback from your users and understand why they are not using them34.
Option C is correct because running experiments is a powerful way to increase your understanding of what customers find valuable. By testing different hypotheses and measuring the outcomes, you can learn from your data and evidence.You can also use experiments to validate your ideas and assumptions before investing in building features5.
Option D is correct because examining whether the rarely used features solve the intended problem is a crucial step to evaluate your product performance. You should review your product vision and goals, and assess how your features contribute to them. You should also analyze the feedback and data you have collected from your users and stakeholders, and identify any gaps or mismatches between your features and their needs .
1: Product Backlog Management
2: Stakeholders & Customers
3: Product Value
4: Evidence-Based Management
5: Product Vision

: Forecasting & Release Planning
: [Business Strategy](https://www

NEW QUESTION 15
You have been a Product Owner at a new company for a few weeks. It has become clear to you that many people, both inside and outside the Scrum Team, expect close involvement in the decisions that you, as a Product Owner, are accountable for.
As a result, you find that it takes too long to make decisions. Which of the following are reasonable options you could take? (choose the best three answers)

A. Start making all the decisions without consulting the others who have expressed interest.
B. Allow other members of the Scrum Team and stakeholders to continue making decisions they are not accountable for; documenting which decisions do not deliver the intended value.
C. Create and share a delegation board that displays your decision-making areas and work with your Scrum Team to clarify decision making accountability and responsibility.
D. Work with your Scrum Master to better understand what next steps you can take to move the company's understanding of product ownership up in the maturity curve towards Entrepreneur.
E. Demonstrate, with the help of data, how long it is taking you to make decisions and the impact that the long decision-making cycle has on delivering value to the customer.

Answer: CDE

Explanation:
As a Product Owner, you are responsible for making decisions that maximize the value of the product and align with the product vision and strategy. However, you also need to collaborate with the Scrum Team and the stakeholders, and respect their input and feedback. Making decisions without consulting them or allowing them to make decisions they are not accountable for can lead to confusion, conflict, and waste. Therefore, options A and B are not reasonable.
Option C is a reasonable option because it helps you communicate your decision-making areas and delegate some decisions to the appropriate level of the organization. A delegation board is a tool that shows who has the authority to make which decisions, and how much involvement is expected from others. By creating and sharing a delegation board, you can clarify your role as a Product Owner, empower the Scrum Team and the stakeholders, and reduce the time and effort spent on decision making.
Option D is also a reasonable option because it helps you improve the company's culture and mindset towards product ownership. As a Product Owner, you need to act as an entrepreneur, who is able to innovate, experiment, and validate assumptions. However, not all organizations are ready to support this kind of product ownership, and some may have a more traditional or bureaucratic approach. Working with your Scrum Master, you can identify the gaps and barriers that prevent you from being an effective Product Owner, and take steps to overcome them. For example, you can educate and coach the organization on the benefits of agile product management, create a shared product vision and roadmap, and foster a culture of trust and transparency.
Option E is another reasonable option because it helps you demonstrate the value of your decisions and the cost of delay. As a Product Owner, you need to use data and evidence to support your decisions and measure their impact. By showing how long it is taking you to make decisions and how that affects the delivery of value to the customer, you can justify your choices and persuade others to support them. You can also use data to identify the most important and urgent decisions, and prioritize them accordingly. This way, you can avoid analysis paralysis and focus on delivering value faster and more frequently.

NEW QUESTION 19
You are the Product Owner at a small company with a single product. You have authority over pricing, promotion, and how much is invested in new features or capabilities. Your product has:
. High Current Value - as indicated by high customer satisfaction.
. High Unrealized Value - as indicated by low market share.
Using those two data points, what is the first action you should take to increase the business performance of the product?
(choose the best answer)

A. Increase the number of product features to attract a greater number of customers.
B. Release an identical product to market, but give it a new product name.
C. Drop the price for the product to attract a greater number of customers.
D. Improve the marketing of the product to attract a greater number of customers.

Answer: D

Explanation:
Based on the Evidence-Based Management (EBM) framework, your product has a high Current Value (CV), which means that it delivers value to the existing customers and meets their needs and expectations. However, it also has a high Unrealized Value (UV), which means that there is a large gap between the potential and actual use of the product in the market. This indicates that your product has a low awareness, reach, or appeal among the potential customers who could benefit from it.
To increase the business performance of the product, you need to reduce the UV and increase the Ability to Innovate (A2I), which is the ability to deliver future value. One way to do this is to improve the marketing of the product, which can help you to communicate the value proposition, differentiate the product from the competitors, and attract a greater number of customers. This can also provide you with more feedback and data to inform your product strategy and backlog prioritization.
The other options are not the best actions to take, because they either do not address the root cause of the high UV, or they may compromise the CV or A2I of the product. Increasing the number of product features may not necessarily increase the value or the demand for the product, and it may also increase the complexity and the cost of development. Releasing an identical product with a new name may confuse the customers and dilute the brand identity, and it may also create legal or ethical issues. Dropping the price for the product may not be a sustainable or profitable strategy, and it may also affect the perceived quality or value of the product.Reference:=Professional Scrum Product Owner II Certification, Managing Products with Agility,Evidence-Based Management

NEW QUESTION 21
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