



## Scrum

### Exam Questions PSPO-II

Professional Scrum Product Owner™ II (PSPO II)

### NEW QUESTION 1

What is a benefit of frequent product releases? (choose the best answer)

- A. They enable teams to inspect and adapt more frequently.
- B. They help teams better understand and meet customer needs.
- C. They help teams to learn how to correct and eliminate errors.
- D. Smaller, more frequent releases are less risky.
- E. All of the above.
- F. None of the above.

**Answer:** E

#### Explanation:

Frequent product releases are beneficial for several reasons. They enable teams to inspect and adapt more frequently, which means they can get faster feedback, validate their assumptions, and improve their product incrementally. They help teams better understand and meet customer needs, which means they can deliver more value, increase customer satisfaction, and build trust and loyalty. They help teams to learn how to correct and eliminate errors, which means they can reduce waste, improve quality, and prevent technical debt. Smaller, more frequent releases are less risky, which means they can reduce uncertainty, avoid big-bang failures, and enable faster recovery<sup>123</sup>. References: 1: Managing Products with Agility 2: Understanding Applying the Scrum Framework 3: Evolving the Agile Organization

### NEW QUESTION 2

The only person who can abnormally terminate a Sprint is?  
 (choose the best answer)

- A. The Developers.
- B. The Scrum Master.
- C. The Product Owner.
- D. The Stakeholders.

**Answer:** C

#### Explanation:

The Scrum Guide specifies that only the Product Owner has the authority to cancel a Sprint. This is because the Product Owner is responsible for maximizing the value of the product and may decide to cancel a Sprint if the Sprint Goal becomes obsolete or if they foresee that the current direction will not lead to a valuable outcome

### NEW QUESTION 3

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 stakeholders<sup>1</sup>. 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 refined<sup>2</sup>. 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 environment<sup>34</sup>. 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 items<sup>5</sup>.

\* 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 world<sup>5</sup>. The Product Backlog items are not detailed or fixed upfront, but rather refined and clarified as they get closer to implementation<sup>2</sup>. 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 matures<sup>1</sup>. 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 learnings<sup>1</sup>. The Product Backlog items are not discarded or replaced, but rather refined and updated as the product evolves and changes<sup>2</sup>. 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 4

You are the Product Owner for a product with diverse stakeholders with differing opinions that sometimes conflict. Your Director of Marketing strongly believes that you should add a major new feature to reach a new market. Your CEO believes that the new feature is too expensive and thinks you should focus on other features to make existing customers happier. The CEO says that as Product Owner it is ultimately your decision. You think both perspectives have merit, but you cannot do both. How should you proceed? (choose the best answer)

- A. Devise an experiment that will help the company to better understand the new market and its potential.
- B. Trust the Director of Marketing's opinion and add the features; when revenues increase, you will be vindicated.
- C. Better understand the positions of other stakeholders to gather more information, then make a decision.
- D. Trust the CEO's opinion and focus on current customers, since you cannot afford unhappy customers.

**Answer:** A

#### Explanation:

= As a Product Owner, you are accountable for maximizing the value of the product and the work of the Developers. To do this, you need to have a clear vision of the product and its target users, as well as a validated understanding of the market opportunities and risks. You also need to collaborate with stakeholders and customers to align their expectations and feedback with the product goals and strategy.

In this scenario, you face a dilemma between pursuing a new market segment or satisfying the existing customers. Both options have potential value, but also uncertainty and trade-offs. The best way to proceed is to devise an experiment that will help you to test your assumptions and learn more about the new market and its potential. This could be a small-scale release, a prototype, a survey, or any other method that can provide you with empirical evidence and feedback. By doing this, you can reduce the risk of investing in a feature that may not deliver the expected value, and also gain insights that can help you to refine your product vision and backlog.

This approach is consistent with the principles of agile product management, which emphasize delivering value early and often, validating hypotheses with data, and adapting to changing customer needs and market conditions. It also demonstrates your ability to apply the Scrum values of openness, courage, and respect, as you are willing to explore new possibilities, challenge your own opinions, and involve your stakeholders and customers in the decision-making process.

References := Scrum Guide, Managing Products with Agility, Evidence-Based Management

#### NEW QUESTION 5

When determining the ordering of an item on the Product Backlog, what are some things a Product Owner should consider? (choose the best four answers)

- A. Importance to users or customers.
- B. Alignment with organizational strategy and goals.
- C. Risk
- D. For example; business risk, market risk, or technology risk.
- E. Alignment with other Product Backlog items.
- F. The techniques the Developers will use to implement the item.

**Answer:** ABCD

#### Explanation:

\* A. Importance to users or customers: The value an item brings to the customer is a key factor in ordering the Product Backlog1.

\* B. Alignment with organizational strategy and goals: The Product Owner should consider how well an item aligns with the organization's strategy and goals1.

\* C. Risk: Business, market, and technology risks are important considerations when ordering the Product Backlog1.

\* D. Alignment with other Product Backlog items: Dependencies and impact on other items in the Product Backlog should be considered1.

#### NEW QUESTION 6

The Developers have struggled to get all of their forecasted work done during the last three Sprints. As a Product Owner what steps could you take to help the Developers improve their ability to deliver a done Increment? (choose the best two answers)

- A. Ask the Scrum Master to help the Developers learn techniques for improving their ability to forecast work.
- B. The Product Owner can spend more time with the Developers.
- C. Ensure that all Developers are top performers.
- D. Add more people to the team so they can get more done.

**Answer:** AB

#### Explanation:

= As a Product Owner, you are accountable for maximizing the value of the product and the work of the Developers. To do this, you need to collaborate with the Developers and the Scrum Master to ensure that the Product Backlog is clear, ordered, and refined, and that the Sprint Goal and the Sprint Backlog are aligned with the product vision and strategy. You also need to provide feedback and guidance to the Developers throughout the Sprint, and to inspect and adapt the product based on the Sprint Review and the stakeholders' input.

One of the challenges that the Developers may face is to forecast the amount of work that they can complete within a Sprint, and to deliver a potentially releasable Increment that meets the Definition of Done. This requires the Developers to have the skills and the tools to estimate the complexity and the effort of the Product Backlog items, to plan and manage their work effectively, and to adhere to the quality standards and the technical practices that enable them to build a valuable and usable product increment.

To help the Developers improve their ability to deliver a done Increment, the Product Owner can take the following steps:

\* Ask the Scrum Master to help the Developers learn techniques for improving their ability to forecast work. The Scrum Master is accountable for establishing an environment where the Developers can work effectively, and for coaching the Developers on self-organizing and cross-functionality. The Scrum Master can also help the Developers to apply empirical process control, to use various estimation methods, to monitor and visualize their progress, and to inspect and adapt their plan based on the Sprint Backlog and the Sprint Burndown Chart.

\* The Product Owner can spend more time with the Developers. The Product Owner can support the Developers by clarifying the Product Backlog items, providing the acceptance criteria, explaining the customer needs and the business value, and answering any questions that the Developers may have. The

Product Owner can also participate in the Sprint Planning, the Daily Scrum, and the Sprint Retrospective, to share their insights, expectations, and feedback, and to collaborate with the Developers on creating and refining the Sprint Goal and the Sprint Backlog.

The other options are not the best steps to take, because they either do not address the root cause of the problem, or they may have negative consequences. Ensuring that all Developers are top performers may not be realistic or feasible, and it may also create a culture of blame or competition, rather than collaboration and learning. Adding more people to the team may not necessarily increase the productivity or the quality of the work, and it may also introduce communication and coordination challenges, as well as additional costs and risks.

References:=Scrum Guide, Understanding and Applying the Scrum Framework, Managing Products with Agility

#### NEW QUESTION 7

Which of the following are characteristics of a Product Goal? (choose all that apply)

- A. It communicates the target future state of the product.
- B. It enhances focus.
- C. It is a commitment contained in the Product Backlog.
- D. It has the approval of all stakeholders.
- E. It provides a long-term objective for the Scrum Team to plan against.
- F. It forms a contract with the business, allowing change to be better managed.

**Answer:** ABCE

#### Explanation:

A Product Goal is a summary statement of the desired outcome or value that the product should deliver. It communicates the target future state of the product, which is aligned with the product vision and strategy. It enhances focus by providing a clear direction and purpose for the Scrum Team and the stakeholders. It is a commitment contained in the Product Backlog, which means that it is transparent, visible, and understood by everyone involved in the product development. It provides a long-term objective for the Scrum Team to plan against, which helps them to prioritize and refine the Product Backlog items and to craft the Sprint Goals.

Option D is not correct because the Product Goal does not need to have the approval of all stakeholders. The Product Owner is accountable for the value of the product and the Product Backlog, and therefore has the authority to define and communicate the Product Goal. The Product Owner may collaborate with the stakeholders to discover and validate their needs and expectations, but does not need to seek their consensus or permission for the Product Goal.

Option F is not correct because the Product Goal is not a contract with the business, but rather a flexible and adaptable guide for the product development. The Product Goal is not fixed and immutable, but rather emergent and dynamic. It can be changed or updated as the product evolves and the market conditions change. The Product Goal does not limit or constrain the changes that may occur during the product development, but rather enables and supports them. References :

- \* Professional Scrum Product Owner II Assessment
- \* Understanding and Applying the Scrum Framework
- \* Managing Products with Agility
- \* Scrum Guide 2020 Update - Introducing the Product Goal
- \* The Product Goal explained

#### NEW QUESTION 8

Who is accountable for creating a plan for the Sprint and adhering to the Definition of Done? (choose the best answer)

- A. The Scrum Team.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Developers.
- E. All of the above.

**Answer:** D

#### Explanation:

According to the Scrum Guide, the Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. They are accountable for creating a plan for the Sprint, the Sprint Backlog, and for adhering to the Definition of Done. The Product Owner and the Scrum Master are not accountable for these activities, but they may support the Developers as needed. The Scrum Team as a whole is accountable for delivering a valuable, useful, and potentially releasable Increment each Sprint, but the Developers have the specific accountability for planning and building it. References := Scrum Guide, Understanding and Applying the Scrum Framework, Managing Products with Agility

#### NEW QUESTION 9

If a Scrum Team uses Product Backlog refinement, when should it occur? (choose the best two answers)

- A. The Product Owner takes the time between the Sprints to do it.
- B. Business Analysts in the organization should do this work for the Scrum Team 1- 2 Sprints ahead of the development Sprints.
- C. The Product Owner and the Developers can refine the Product Backlog during any Sprint as needed, ideally in advance of the upcoming Sprint.
- D. The Product Owner must do this as essential work in Sprint 0.
- E. The Product Owner and the Developers do it in the current Sprint if they have been unable to do it in preceding Sprints.

**Answer:** CE

#### Explanation:

Product Backlog refinement is an ongoing activity that can occur at any time during a Sprint, as needed. The Product Owner and Developers collaborate on this task, ideally in advance of the upcoming Sprint to ensure clarity and readiness of the work ©. If refinement has not been done in preceding Sprints, it should be done in the current Sprint to maintain the flow of valuable work (E). This approach is consistent with the Scrum principle of continuous improvement and the iterative, incremental nature of Scrum12.

#### NEW QUESTION 10

When should the Product Owner update the project plan? (choose the best answer)

- A. After the Daily Scrum to ensure an accurate daily overview of project progress.

- B. The project plan must be updated prior to the Sprint Retrospective.
- C. The Product Backlog is the plan in Scrum.
- D. It is updated as new information and insights emerge.
- E. Before the Sprint Planning to know how much work will have to be done in the Sprint.

**Answer: C**

**Explanation:**

In Scrum, there is no separate artifact called a project plan. The Product Backlog is the plan for the product development, and it contains all the features, requirements, enhancements, and fixes that are needed to deliver a valuable product. The Product Backlog is not a static or fixed document, but rather an emergent and dynamic one. It is constantly updated and refined by the Product Owner and the Developers as they learn more about the product, the users, the market, and the technology. The Product Backlog is updated whenever new information and insights emerge, which can happen at any time during the product development process. Therefore, option C is the best answer.

Option A is not correct because the Daily Scrum is not a status meeting, but rather a time-boxed event for the Developers to inspect their progress towards the Sprint Goal and adapt their Sprint Backlog accordingly. The Product Owner does not need to update the Product Backlog after the Daily Scrum, unless there is a significant change in the product vision, strategy, or value proposition that affects the Product Backlog items.

Option B is not correct because the Sprint Retrospective is not a time to update the Product Backlog, but rather a time-boxed event for the Scrum Team to inspect their way of working and identify potential improvements. The Product Owner does not need to update the Product Backlog before the Sprint Retrospective, unless there is a need to communicate a change in the Product Goal or the product roadmap that affects the Product Backlog items.

Option D is not correct because the Sprint Planning is not a time to know how much work will have to be done in the Sprint, but rather a time-boxed event for the Scrum Team to collaborate on selecting and planning the Product Backlog items that will deliver the Sprint Goal. The Product Owner does not need to update the Product Backlog before the Sprint Planning, unless there is a need to reorder or clarify the Product Backlog items that are the most valuable and relevant for the upcoming Sprint. References:

- > Professional Scrum Product Owner II Assessment
- > Understanding and Applying the Scrum Framework
- > Managing Products with Agility
- > What is a Product Backlog?
- > Product Backlog Explained

**NEW QUESTION 10**

What is the role of the Product Owner in crafting the Sprint Goal? (choose the best answer)

- A. The Product Owner defines the scope for a Sprint and therefore also the Sprint Goal.
- B. The Product Owner must work with stakeholders to set each Sprint's Goal.
- C. The Product Owner collaborates as a member of the Scrum Team to define a Sprint Goal.
- D. The Product Owner has no role in it.
- E. This is the Developers responsibility.
- F. The Product Owner should come to the Sprint Planning with a clearly defined Sprint Goal.

**Answer: C**

**Explanation:**

The Sprint Goal is a summary statement of the Sprint objective, which ideally has a cohesive theme. The Sprint Goal also gives the Scrum Team guidance and flexibility on how to achieve the objective. The Sprint Goal is crafted by the entire Scrum Team during the Sprint Planning, based on the Product Owner's proposal of the most valuable Product Backlog items and the Development Team's forecast of the work that can be done in the Sprint. The Product Owner collaborates with the team to write the Sprint Goal and defines it on the basis of the value being sought. The Product Owner does not define the scope or the solution for the Sprint, but rather the outcome and the benefit. The Product Owner also does not work with stakeholders to set the Sprint Goal, but rather represents their interests and needs. The Product Owner has a role in crafting the Sprint Goal, but not the sole responsibility for it. References:

- > Professional Scrum Product Owner II Assessment
- > Understanding and Applying the Scrum Framework
- > Managing Products with Agility
- > The Role of the Product Owner during the Sprint
- > Sprint Goal – An Essential Ingredient in Scrum Recipe

**NEW QUESTION 13**

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 16

A user satisfaction gap exists when there is a difference between: (choose the best two answers)

- A. The total market size.
- B. The user's desired outcome.
- C. The market share of the product.
- D. The user's actual experience.

**Answer:** BD

#### Explanation:

A user satisfaction gap exists when there is a difference between what the user expects from a product or service and what the user actually experiences<sup>1</sup>. The user's desired outcome is the goal or benefit that the user wants to achieve by using the product or service<sup>3</sup>. The user's actual experience is the perception and evaluation of the product or service by the user<sup>4</sup>. If the user's actual experience does not meet or exceed the user's desired outcome, the user will be dissatisfied and may switch to a different product or service. Reference:

1: Identifying and Closing the Customer Satisfaction Gap

2: Find the Gaps in Your User Experience

3: [Outcome-Driven Innovation]

4: [User Experience]

: Measure Business Opportunities with Unrealized Value

#### NEW QUESTION 21

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 26

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