

## Exam Questions PSPO-II

Professional Scrum Product Owner™ II (PSPO II)

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### 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 guide<sup>1</sup>, 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 Backlog<sup>2</sup>. A portfolio or a program may consist of multiple products, each with its own Product Backlog<sup>3</sup>. 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

What typically happens if Product Backlog items are not sufficiently clear during Sprint Planning?  
(choose the best answer)

- A. Nothing, so long as the Product Owner gives the Developers a clear Sprint Goal.
- B. The Developers will have difficulty creating a forecast of work for the Sprint.
- C. Nothing in particular.
- D. The Scrum Master should not allow this to happen.
- E. Look for a new Scrum Master and re-start the Sprint.
- F. The meeting is cancelled so refinement can be done first.

**Answer:** B

#### Explanation:

If Product Backlog items are not sufficiently clear during Sprint Planning, the Developers will typically have difficulty creating a forecast of work for the Sprint (B). This is because the clarity of the Product Backlog items is crucial for the Developers to understand what is expected and to plan their work accordingly. The Scrum framework emphasizes the importance of a well-refined Product Backlog for effective Sprint Planning.

### NEW QUESTION 3

As Sprint Planning progresses, the workload is getting to be greater than the Developer's capacity to meet the Sprint Goal. Which actions make the most sense to take?  
(choose the best two answers)

- A. Potentially remove or change selected Product Backlog items.
- B. The Developers ensure that the Product Owner is aware, start the Sprint and monitor progress.
- C. Cancel the Sprint.
- D. Start the Sprint and recruit additional Developers.
- E. Ask the Developers to work overtime for this Sprint and promise that it will not happen again.

**Answer:** AB

#### Explanation:

According to the Scrum Guide, the Developers are accountable for creating a plan for the Sprint, which includes selecting the Product Backlog items that they can deliver in the Sprint<sup>1</sup>. If they realize that the workload is too high, they have two options: either reduce the scope or increase the capacity. Reducing the scope means removing or changing some of the Product Backlog items, in agreement with the Product Owner, so that the Sprint Goal can still be achieved<sup>2</sup>. Increasing the capacity means adding more Developers to the team, but this is not recommended, as it can disrupt the team dynamics, lower the quality, and increase the communication overhead<sup>3</sup>. Therefore, the best actions to take are A and B, as they respect the self-organization and collaboration of the Scrum Team, and allow them to deliver a valuable and potentially releasable Increment at the end of the Sprint<sup>4</sup>.

### 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 features are 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

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 6

Sharing people with unique skills across multiple teams will likely result in which of the following conditions? (choose the best answer)

- A. Teams may wait more often, impeding the delivery of value.
- B. Teams do not have to develop deep technical skills.
- C. Costs are lower since expensive resources are shared.
- D. More work gets done since people are better utilized.

**Answer:** A

#### Explanation:

Sharing people with unique skills across multiple teams will likely result in teams having to wait more often for those people to be available, impeding the delivery of value. This is because those people will have to context-switch between different teams, products, and domains, reducing their focus and efficiency<sup>1</sup>. Moreover, sharing people with unique skills will create bottlenecks and dependencies in the delivery process, increasing the risk of delays and quality issues<sup>2</sup>. Furthermore, sharing people with unique skills will discourage teams from developing deep technical skills themselves, making them less cross-functional and self-organizing<sup>3</sup>. Therefore, the best answer is A.

The other options are not correct because:

\* B. Teams do not have to develop deep technical skills. This is not a desirable condition, as it contradicts the Scrum value of commitment and the principle of continuous improvement. Teams should strive to develop deep technical skills to deliver high-quality products and to respond to changing requirements and technologies<sup>4</sup>.

\* C. Costs are lower since expensive resources are shared. This is not necessarily true, as the costs of context-switching, waiting, and quality issues may outweigh the benefits of sharing resources. Moreover, this option implies a resource-oriented mindset, rather than a value-oriented mindset, which is not aligned with the Scrum framework and the Product Owner role<sup>5</sup>.

\* D. More work gets done since people are better utilized. This is not a valid measure of success, as the amount of work done does not reflect the value delivered. Moreover, this option implies a utilization-oriented mindset, rather than an outcome-oriented mindset, which is not aligned with the Scrum framework and the Product Owner role. References: 1: Context Switching, 2: Bottlenecks and Dependencies, 3: Cross-Functional Teams, 4: Technical Excellence, 5: Resource vs. Value Orientation Utilization vs. Outcome Orientation

#### NEW QUESTION 7

In order to justify the price increase of a product, your primary objective should be to: (choose the best answer)

- A. Reduce the price for a period of time before increasing it above the original price.
- B. Improve the value experienced by the customer.
- C. Reduce the number of features to make the product easier to use.
- D. Add more features to make the product more attractive.

**Answer:** B

#### Explanation:

According to the PSPO II resources, a product owner should optimize the value of the product and the work of the Scrum Team<sup>1</sup>. One way to do this is to improve the value experienced by the customer, which is the perception and evaluation of the product by the customer<sup>2</sup>. A price increase can be justified if the customer perceives that the product delivers more value than the cost<sup>3</sup>. This can be achieved by enhancing the product quality, functionality, usability, or design, or by providing additional benefits or services to the customer<sup>4</sup>. The other options are not effective ways to justify a price increase, as they may either reduce the value experienced by the customer, or increase the cost without increasing the value. References:

\* 1: The Scrum Guide

\* 2: User Experience

\* 3: Value-Based Pricing

\* 4: 8 Techniques to Justify a Price Increase

\* : Justification for a Price Increase: Positioning For Success

#### NEW QUESTION 8

What are the attributes of a good Product Vision and Strategy? (choose all that apply)

- A. It describes how the product compares to competitor products.
- B. It describes who will use the product and what they would like to achieve.
- C. It describes how people will use the product to achieve potential outcomes.
- D. It describes what value means in the context of the product, and how it can be measured.

**Answer:** BCD

**Explanation:**

A good Product Vision and Strategy should have the following attributes<sup>12</sup>:

- \* It describes who will use the product and what they would like to achieve. This helps to define the target market, the customer segments, and the user personas, as well as their needs, goals, and problems.
- \* It describes how people will use the product to achieve potential outcomes. This helps to articulate the value proposition, the benefits, and the features of the product, as well as the assumptions and hypotheses that need to be validated.
- \* It describes what value means in the context of the product, and how it can be measured. This helps to establish the objectives, the key results, and the metrics that will guide the product development and evaluation.

It is not necessary for a good Product Vision and Strategy to describe how the product compares to competitor products. This may be part of the market analysis or the competitive advantage, but it is not a core attribute of the Product Vision and Strategy. Moreover, focusing too much on the competitors may distract from the customer needs and the product value. References: 1: Product Vision, 2: Product Strategy

**NEW QUESTION 9**

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**

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 frequently<sup>1</sup>. Coordination among the products is still necessary to ensure alignment and consistency, but it should not be centralized or imposed by a higher authority<sup>2</sup>. B is incorrect because creating a centralized, coordinated cross-product Development Plan goes against the principles of empiricism, self-organization, and agility that Scrum promotes<sup>3</sup>. 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 Teams<sup>4</sup>. 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 Teams<sup>5</sup>. E is incorrect because it includes all the wrong answers.

**NEW QUESTION 10**

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 Developers<sup>1</sup>, and delaying answers to the Developers can cause waste, rework, and missed opportunities<sup>2</sup>. E

is correct because the Product Owner is responsible for ensuring that the product Increment is valuable and useful for the stakeholders and customers<sup>3</sup>, and this requires close collaboration and feedback with the Scrum Team and the users<sup>4</sup>. 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 strategy<sup>5</sup>. 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 13**

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>12</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 17**

As a Product Owner you become aware that the quality assurance criteria, defined in the Definition of Done, were not met for the latest Increment. Which of the following statements are true? (choose the best four answers)

- A. The next Sprint may be interrupted when quality issues are encountered.
- B. The project manager cannot effectively update the plan.
- C. The indication of progress on the Product Backlog is not transparent.
- D. The Scrum Team should not release the Increment.
- E. The incomplete Sprint Backlog items should be returned to the Product Backlog.

**Answer:** ACDE

**Explanation:**

According to the Professional Scrum Product Owner II certification guide<sup>1</sup>, the Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed and what standards were met as part of the Increment. If the Definition of Done is not met, the Increment is not Done and cannot be released.

Therefore, the following statements are true:

A) The next Sprint may be interrupted when quality issues are encountered. This is true because the Scrum Team may have to spend time fixing the quality issues in the previous Increment before working on the new Sprint Backlog items. This may affect the Sprint Goal and the delivery of value.

C) The indication of progress on the Product Backlog is not transparent. This is true because the Product Backlog items that were supposedly Done in the previous Sprint are actually not Done according to the Definition of Done. This means that the Product Owner cannot accurately forecast the release plan and the stakeholders cannot trust the progress reports.

D) The Scrum Team should not release the Increment. This is true because releasing an Increment that does not meet the Definition of Done may compromise the quality, usability, and value of the product. It may also damage the reputation and trust of the Scrum Team and the organization.

E) The incomplete Sprint Backlog items should be returned to the Product Backlog. This is true because the Sprint Backlog items that were not Done according to the Definition of Done are still part of the Product Backlog. The Product Owner should re-order them based on their value and priority and decide when to include them in the next Sprint.

The following statement is false:

B) The project manager cannot effectively update the plan. This is false because there is no project manager role in Scrum. The Product Owner is responsible for managing the Product Backlog and the value delivery, while the Scrum Master is responsible for facilitating the Scrum process and removing impediments. The Developers are responsible for managing the Sprint Backlog and the quality of the Increment.

**NEW QUESTION 18**

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