

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

Which of the following statements about the Product Backlog are true? (choose the best two answers)

- A. The Product Backlog is ordered by the Product Owner.
- B. The Product Backlog should be visible to the Scrum Team and stakeholders.
- C. All Product Backlog items must be expressed as user stories.
- D. All Product Backlog items must be identified before the first Sprint begins.
- E. Only the Product Owner can place items on the Product Backlog.
- F. The Product Backlog represents the input of all stakeholders and eliminates any need for the Developers to speak to stakeholders.

Answer: AB

Explanation:

The Product Backlog is an ordered list of what is needed to improve the product, and it is the single source of work undertaken by the Scrum Team. The Product Owner is responsible for ordering the Product Backlog items by value, risk, priority, and dependencies. The Product Backlog should be transparent and accessible to the Scrum Team and the stakeholders, so that everyone can understand the scope and progress of the product development. Therefore, options A and B are true statements about the Product Backlog.

Option C is not true because the Product Backlog items can be expressed in various formats, such as user stories, use cases, scenarios, or any other way that clearly conveys the intent and value of the item. User stories are a common and useful technique, but not a mandatory one.

Option D is not true because the Product Backlog is not a fixed and complete specification of the product, but rather an emergent and dynamic artifact that evolves over time. The Product Backlog items are refined and clarified by the Product Owner and the Developers throughout the product development process, and new items can be added or removed as needed. The Product Backlog does not need to be fully defined before the first Sprint begins, but only enough to support the first Sprint Planning.

Option E is not true because the Product Owner is not the only source of ideas and requirements for the product. The Product Owner collaborates with the Developers and the stakeholders to discover, validate, and prioritize the Product Backlog items. The Product Owner may delegate the authority to add items to the Product Backlog to others, but remains accountable for the ordering and the value of the Product Backlog.

Option F is not true because the Product Backlog does not replace the communication and collaboration between the Developers and the stakeholders. The Product Backlog represents the input of all stakeholders, but it is not a substitute for direct feedback and interaction. The Developers need to engage with the stakeholders to understand their needs, expectations, and feedback, and to deliver a valuable product increment that meets the Sprint Goal and the Definition of Done. 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 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

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 5

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 6

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 attributes¹²:

* 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 7

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 8

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 9

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 experiences¹². The user's desired outcome is the goal or benefit that the user wants to achieve by using the product or service³. The user's actual experience is the perception and evaluation of the product or service by the user⁴. 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 10

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 guide¹, 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 10

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