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## Question: 1

If there are similar questions about performance and security with the ready state product backlog items (PBIs), the product ownership analysis (POA) practitioner can utilize this information to:

- A. refine performance and security related requirements so that the acceptance criteria can be modified accordingly.
- B. inform the delivery team and customers about these PBIs.
- C. keep monitoring the items as the average age of stories has not been crossed by these PBIs yet.
- D. conduct extra sessions with the iteration manager to elaborate on the root cause.

**Answer: A**

Explanation:

When similar performance and security issues appear in ready state PBIs, the POA practitioner should refine related requirements so acceptance criteria are updated accordingly. This ensures the PBIs address the concerns before development, improving clarity and alignment with quality standards.

## Question: 2

In parallel to the team's iteration work in building product features, a product ownership analysis (POA) practitioner will:

- A. define metrics, talk to stakeholders, complete testing, provide demo to management, prepare presentations.
- B. resolve conflicts, reduce technical debt, arrange for testing, write test scenarios, bridge the technical gap.
- C. refine the product backlog, provide clarity to any questions, communicate with customers, participate in PBI reviews, prepare for upcoming iteration review.
- D. provide information, report to management, analyze user feedback, create backlog, define definition of done.

**Answer: C**

Explanation:

## Question: 3

What happens when the product ownership analysis (POA) practitioner rejects a product backlog item (PBI) that has been marked done and the team decides the work cannot be completed?

- A. The change is added to the product backlog for revision work to change the road map

- B. The change is added to the product backlog for revision work in the next iteration
- C. The change is added to the product backlog for revision work to update the stakeholders
- D. The change is added to the product backlog for revision work in the next release

**Answer: B**

**Explanation:**

If a PBI marked as done is rejected and the team cannot complete the work, the POA practitioner adds it back to the product backlog for revision in the next iteration, ensuring the issue is addressed promptly without delaying ongoing delivery cycles.

### **Question: 4**

What steps are used in kano analysis to help prioritize customers' needs?

- A. Choose data sets, develop report procedures, acquire customers, and report results
- B. Select target features, develop customer questions, survey customers, and analyze results
- C. Identify training topics, record customer uptake, train customers, and review results
- D. Determine usage areas track customer operations, test customers, and test results

**Answer: B**

**Explanation:**

Kano analysis prioritizes customer needs by selecting target features, creating customer-focused questions, conducting surveys to gather feedback, and analyzing the results to classify features into categories like must-have, performance, and delight.

### **Question: 5**

The product ownership analysis (POA) practitioner has worked with the team to determine the value proposition and desired outcome for an initiative. This information enables the team to deliver often and:

- A. test the product with external stakeholders.
- B. compare the delivery cost with the previous product.
- C. release the product to identify changes.
- D. test the product against the original vision.

**Answer: D**

**Explanation:**

Knowing the value proposition and desired outcome allows the team to frequently test the product against the original vision, ensuring that ongoing work remains aligned with the intended goals and delivers the expected value.

## Question: 6

Iteration reviews and user acceptance testing to validate product features will be negatively impacted if:

- A. product changes while building product features are not communicated with customers.
- B. retrospective meeting plans and reviews are not communicated with stakeholders.
- C. details about resource planning are not communicated with customers.
- D. iteration plan is not published.

**Answer: A**

**Explanation:**

If changes made during feature development are not communicated with customers, iteration reviews and user acceptance testing suffer because stakeholders may be unaware of modifications, leading to misaligned expectations and incomplete validation.

## Question: 7

While the delivery team is busy building product features in ongoing iterations, the majority of a product ownership analysis (POA) practitioner's time will be spent in:

- A. refining the product backlog for the upcoming iteration.
- B. validating product features from the previous iteration.
- C. clarifying delivery team queries.
- D. monitoring progress of the delivery team.

**Answer: A**

**Explanation:**

During ongoing iterations, the POA practitioner primarily focuses on refining the product backlog for the upcoming iteration to ensure a steady pipeline of well-defined, prioritized PBIs ready for development.

## Question: 8

How does a product ownership analysis (POA) practitioner act as an advocate for customers?

- A. Assesses and reviews feedback in isolation
- B. Ensures the product being built will delight customers by exceeding their expectations of what they'd reasonably expect
- C. Understands that the team are the true arbitrators of value delivery
- D. Interacts with the emerging product as the customer would

**Answer: B**

**Explanation:**

Acting as a customer advocate means ensuring the product not only meets requirements but also delights customers by exceeding their reasonable expectations, thereby maximizing customer satisfaction and product value.

### **Question: 9**

When delivery metrics are defined, why would a product ownership analysis (POA) practitioner conduct an assessment on the metric or group of metrics?

- A. To determine whether delivery goals are being met
- B. To confirm the timing of the delivery metrics
- C. To ensure the metrics are clearly described
- D. To verify that they are measurable

**Answer: A**

**Explanation:**

Assessing delivery metrics allows the POA practitioner to determine whether delivery goals are being met, ensuring that progress aligns with planned objectives and value delivery expectations.

### **Question: 10**

How does a product ownership analysis (POA) practitioner help a product owner optimize the product development process?

- A. Anticipate and accept changes
- B. Deliver as many things that were originally planned as possible
- C. Refuse all changes once the backlog is complete
- D. Assess every change from a cost perspective

**Answer: A**

**Explanation:**

A POA practitioner helps optimize the product development process by anticipating and accepting changes, enabling the team to adapt quickly to evolving needs while maintaining focus on delivering value.

### **Question: 11**

A product ownership analysis (POA) practitioner should consider performing which of the following in response to a changing target market?

- A. Storyboarding the solution
- B. Revising the minimal viable product (MVP)
- C. Applying human-centered design principles
- D. Grooming the product backlog

**Answer: B**

**Explanation:**

When the target market changes, revising the MVP ensures that the product's initial deliverable remains aligned with the new market needs, allowing the team to focus on delivering the most relevant and valuable features.

**Question: 12**

Keeping the stakeholder analysis assessment up-to-date as the work progresses, helps the product ownership analysis (POA) practitioner to maintain:

- A. optimal stakeholder replacement.
- B. efficient stakeholder naming.
- C. methodical stakeholder assignment.
- D. beneficial stakeholder engagement.

**Answer: D**

**Explanation:**

An up-to-date stakeholder analysis helps the POA practitioner maintain beneficial stakeholder engagement by ensuring the right people are involved at the right time with relevant information for decision-making and feedback.

**Question: 13**

A balanced scorecard is used as part of assessing financial viability by:

- A. understanding the financial aspects of the product with specific attributes.
- B. assessing whether new features or modifications to the product can be met given the currently available finances.
- C. contrasting financial decisions by managing performance in any business model, organizational structure, or business process.
- D. giving alternatives to the current financial strategy through an analysis of the various cost-benefit alternatives.

**Answer: C**

**Explanation:**

A balanced scorecard helps assess financial viability by contrasting financial decisions with performance management across various business models, structures, or processes, ensuring alignment between financial goals and overall strategic objectives.

## Question: 14

What is an output of good financial viability analysis?

- A. Identification of which proposed new features are feasible to implement
- B. Estimation of the financials that will create customer value
- C. Estimation of financial impact of the product on the market
- D. Calculation of the final cost of releasing a feature

**Answer: A**

**Explanation:**

Good financial viability analysis results in identifying which proposed new features are feasible to implement, ensuring that development efforts focus on initiatives that can be supported within available financial resources.

## Question: 15

Active listening is used to clarify what the customer is expressing by paying attention and:

- A. deferring feedback, providing constructive criticism and responding with improvements.
- B. paraphrasing feedback, deferring judgement and responding appropriately.
- C. clarifying actions, deferring questions and providing appropriate improvements.
- D. correcting responses, providing judgement and questioning appropriately.

**Answer: B**

**Explanation:**

Active listening involves paraphrasing feedback, deferring judgment, and responding appropriately to ensure the customer's message is accurately understood and acknowledged before forming conclusions or solutions.

## Question: 16

The product ownership analysis (POA) practitioner analyzes delivery measures to conduct a:

- A. stakeholder review on the product and evaluate the delivery performance.
- B. retrospective on the product backlog and evaluate the team's performance.
- C. meeting on the product road map and evaluate the team's headcount.
- D. workshop review on the organization's delivery and retrospective behaviour.

**Answer: A**

**Explanation:**

Analyzing delivery measures enables the POA practitioner to conduct a stakeholder review on the product and evaluate delivery performance, ensuring that outcomes are meeting expectations and aligning with agreed

objectives.

### Question: 17

A high-performance team requires team members to have complementary capabilities so that the product team structure and competencies help:

- A. create a shared vision.
- B. recognize enterprise context.
- C. assess different types of capabilities.
- D. impart product and domain context.

**Answer: A**

Explanation:

Complementary capabilities enable team members to work toward a shared vision, leveraging diverse skills to collaboratively achieve the product's goals and deliver maximum value.

### Question: 18

A critical role of a product ownership analysis (POA) practitioner is to ensure that the product:

- A. is free of any bugs.
- B. is built as fast as possible.
- C. delivers the right value through each iteration.
- D. produces as much value as possible during the first release.

**Answer: C**

Explanation:

The POA practitioner's critical role is to ensure the product delivers the right value through each iteration, aligning development efforts with evolving customer needs and business goals.

### Question: 19

Having validated that the team is solving the 'right' problem, enables the product ownership analysis (POA) practitioner to help plan:

- A. minimal viable product (MVP), guide development and maximize value.
- B. the training, guide the customer and maximize development.
- C. releases, guide the testing and maximize desirability.
- D. retrospectives, guide the releases and maximize benefit.

**Answer: A**

**Explanation:**

Once the POA practitioner confirms the team is solving the right problem, they can plan the MVP, guide development, and focus on maximizing value to ensure the solution effectively addresses the validated need.

### **Question: 20**

Product ownership analysis (POA) practitioners work collaboratively with the stakeholders and the team to develop an empirical product strategy with inputs from:

- A. observation, product roadmap, product fit.
- B. value analysis, product analysis, goal orientation.
- C. stakeholder analysis, market fit, gap analysis.
- D. product vision, product-market fit, value proposition.

**Answer: D**

**Explanation:**

An empirical product strategy is developed using inputs from the product vision, product-market fit, and value proposition, ensuring the strategy is customer-focused, market-relevant, and aligned with delivering value.

### **Question: 21**

One way a product ownership analysis (POA) practitioner supports an iteration review ceremony is through:

- A. gathering the post-it notes and removing the comments made.
- B. asking repeat questions to discard excessive feedback provided.
- C. questioning to understand the product packaging.
- D. asking clarifying questions to understand the feedback provided.

**Answer: D**

**Explanation:**

In an iteration review, the POA practitioner supports the process by asking clarifying questions to fully understand stakeholder feedback, ensuring accurate interpretation and actionable follow-up.

### **Question: 22**

In waterfall, software development life cycle (SDLC), when does the validation of the product feature occur?

- A. Prior to the production release date
- B. At the beginning of user acceptance testing (UAT)

- C. Near the end of testing
- D. After development

**Answer: C**

Explanation:

In the waterfall SDLC, product feature validation typically occurs near the end of testing, as the process follows a sequential approach where verification and validation happen after the build phase is complete.

### Question: 23

One activity that helps the product ownership analysis (POA) practitioner target customers is:

- A. modelling customer behaviour.
- B. organizing customer information.
- C. passive customer work shadowing.
- D. the creation of customer stories.

**Answer: A**

Explanation:

Modeling customer behavior helps the POA practitioner understand patterns, preferences, and needs, enabling targeted approaches that ensure the product addresses the right customer segments effectively.

### Question: 24

To create a shared understanding and meaningful conversation, the value proposition canvas tool feeds two segments of the business model canvas, the value proposition and:

- A. costs.
- B. key partners.
- C. customers.
- D. key resources.

**Answer: C**

Explanation:

The value proposition canvas directly informs the value proposition and customer segments of the business model canvas, ensuring alignment between what the product offers and the needs of its target customers.

### Question: 25

Market assessment findings based on what is delivered, will have an impact on the:

- A. product scope and features.
- B. role of a product ownership analysis (POA) practitioner.
- C. user experience of the product.
- D. delivery team structure.

**Answer: A**

**Explanation:**

Market assessment findings influence the product scope and features by providing insights that guide adjustments to ensure the product remains competitive and aligned with market needs.

### Question: 26

When do product ownership analysis (POA) practitioners conduct stakeholder analysis?

- A. Once the product has been delivered
- B. When all the stakeholders have been identified
- C. Early in the product delivery process and updated as the work progresses
- D. Early in the product delivery process and once at the end

**Answer: C**

**Explanation:**

POA practitioners conduct stakeholder analysis early in the product delivery process and continuously update it as work progresses to maintain alignment with evolving stakeholder needs and priorities.

### Question: 27

Which of the following is a technique used with users or customers to validate understanding of the value and priority of features of a product?

- A. \$100 test
- B. Product roadmap
- C. Value proposition canvas
- D. Empathy map

**Answer: A**

**Explanation:**

The \$100 test is a prioritization technique where users or customers allocate a hypothetical budget (e.g., \$100)

across features, helping validate their perceived value and priority for the product.

### **Question: 28**

A product ownership analysis (POA) practitioner can use which of the following metrics to determine the customer acceptance of a product?

- A. Internal rate of return (IRR)
- B. Net promoter score (NPS)
- C. Return on investment (ROI)
- D. Monthly or annually recurring revenue per user (MRR/ARR)

**Answer: B**

**Explanation:**

Net Promoter Score (NPS) measures customer loyalty and satisfaction by gauging how likely customers are to recommend the product, making it a key metric for determining customer acceptance.

### **Question: 29**

Details needed in the acceptance criteria of the product backlog item (PBI) should be:

- A. achievable and testable.
- B. very short and condensed.
- C. functional and non-functional requirements.
- D. about business benefits.

**Answer: A**

**Explanation:**

Acceptance criteria must be achievable and testable to clearly define the conditions for completion, ensuring the PBI can be validated objectively during development and testing.

### **Question: 30**

Which visual technique can be used to understand the relationship between stakeholders and their influence on product decisions?

- A. Mind mapping
- B. Brainstorming
- C. Roadmap analysis
- D. Market analysis

**Answer: A**

Explanation:

Mind mapping visually illustrates the relationships between stakeholders and their influence on product decisions, helping identify key influencers and communication priorities.

### Question: 31

What is a recommended formal or informal approach for resource and outcome sharing across the enterprise called?

- A. Working agreement
- B. Inclusion map
- C. Collaborative approach
- D. Cultural agreement

**Answer: C**

Explanation:

A collaborative approach is a recommended method, whether formal or informal, for sharing resources and outcomes across the enterprise to promote transparency, alignment, and collective success.

### Question: 32

Iteration planning:

- A. may evolve through the learn and adapt cycle.
- B. requires the delivery team to align goals to support the product vision.
- C. is required to complete release planning.
- D. demonstrates commitment to the team.

**Answer: A**

Explanation:

Iteration planning may evolve through the learn and adapt cycle, allowing the team to refine plans based on new insights, feedback, and changing priorities to improve delivery effectiveness.

### Question: 33

Engaging in observation uses the following to gain insights:

- A. visible and hidden observation.
- B. passive and active observation.
- C. disguised and undisguised observation.
- D. planned and unplanned observation.

**Answer: B**

Explanation:

Observation can be passive or active, enabling the POA practitioner to gather insights by either unobtrusively monitoring behavior or actively engaging with the situation being observed.

### Question: 34

Which technique is used to analyze customers' perspective on the product experience across all touchpoints?

- A. Focus groups
- B. Personas
- C. Interviews
- D. Customer journey maps

**Answer: D**

Explanation:

Customer journey maps analyze the customer's perspective on the product experience across all touchpoints, highlighting pain points, opportunities, and moments of delight to improve overall satisfaction.

### Question: 35

The product backlog is:

- A. a prioritized list of requests.
- B. a list of items needed to build the product.
- C. a placeholder for pieces of work that may be considered for a product.
- D. an issue log for every submission.

**Answer: C**

Explanation:

The product backlog is a dynamic placeholder for pieces of work that may be considered for a product, evolving over time as ideas, requirements, and priorities change.

### Question: 36

A high performance team can be created by:

- A. providing the team with psychological safety.
- B. giving the team a shared goal.
- C. engaging and empowering the team.
- D. coaching the team to be self-organizing.

**Answer: A**

Explanation:

Providing psychological safety enables team members to take risks, share ideas, and collaborate openly without fear of blame, which is essential for creating and sustaining a high-performance team.

### Question: 37

Which technique helps to ensure that a product or service is positioned around what the customer needs?

- A. Story mapping
- B. Opportunity scoring
- C. Brainstorming
- D. Value proposition canvas

**Answer: D**

Explanation:

The value proposition canvas ensures a product or service is positioned around what the customer needs by aligning product features with customer pains, gains, and desired outcomes.

### Question: 38

Which creative questioning technique is used to get deeper answers?

- A. Module analysis
- B. Rhetorical
- C. Closed
- D. 5 Why's

**Answer: D**

Explanation:

The 5 Why's technique involves repeatedly asking "why" to drill down into the root cause of an issue, enabling deeper understanding and more effective problem-solving.

### Question: 39

Which product roadmap provides a picture of what success looks like across stakeholders and the delivery team?

- A. Success-oriented
- B. Profit-based
- C. Goal-oriented
- D. Technology-oriented

**Answer: C**

Explanation:

A goal-oriented product roadmap aligns stakeholders and the delivery team by showing what success looks like, focusing on desired outcomes rather than just features or technology.

### Question: 40

A roles and permissions matrix can be used to:

- A. define a training plan for the scrum team.
- B. determine who can provide specialized recommendations.
- C. allocate work to the delivery team.
- D. plan an iteration.

**Answer: B**

Explanation:

A roles and permissions matrix helps determine who has the authority or expertise to provide specialized recommendations, ensuring decisions are made by the right individuals.

### Question: 41

A large difference between higher lead time and cycle time may be indicative of an issue with:

- A. prioritization process.
- B. backlog grooming practices.
- C. delivery team skillset.
- D. project scope.

**Answer: A**

Explanation:

A large gap between lead time and cycle time often indicates issues with the prioritization process, as work may be waiting too long before starting, delaying overall delivery.

### Question: 42

What characteristic traits enhance personal and impersonal knowledge?

- A. Faith and patience
- B. Awareness and understanding
- C. Strength and knowledge
- D. Perseverance and resiliency

**Answer: B**

Explanation:

Awareness and understanding enhance both personal and impersonal knowledge by enabling individuals to perceive information accurately and interpret it effectively in various contexts.

### Question: 43

In which stage of the product lifecycle would an iteration plan prioritize requirements related to increasing adoption of the product?

- A. Launch
- B. Growth
- C. Incubation
- D. Build

**Answer: B**

Explanation:

In the growth stage of the product lifecycle, iteration plans prioritize requirements aimed at increasing product adoption, expanding the customer base, and enhancing market presence.

### Question: 44

Who is responsible for tracking the changes to delivery metrics?

- A. Developer
- B. Product manager

- C. Scrum master
- D. Product owner

**Answer: D**

Explanation:

The product owner is responsible for tracking changes to delivery metrics to ensure progress aligns with product goals and to make informed prioritization and planning decisions.

### Question: 45

Automated tools allow teams to:

- A. track everyone's work more carefully and assess who needs to be replaced.
- B. communicate less often thus saving time.
- C. focus on customers and business value much more effectively.
- D. minimize the amount of customer feedback they need to collect.

**Answer: C**

Explanation:

Automated tools help teams streamline routine tasks and processes, enabling them to focus more effectively on delivering customer value and achieving business objectives.

### Question: 46

When segmenting customers by their education, this segmentation belongs to a:

- A. geographic group.
- B. demographic group.
- C. behavioural group.
- D. psychographic group.

**Answer: B**

Explanation:

Segmenting customers by education falls under demographic grouping, which categorizes customers based on measurable population characteristics such as age, income, and education level.

### Question: 47

Which component is used to determine how the product teams operate within the enterprise context?

- A. Market value

- B. Collaboration
- C. Time value
- D. Brand value

**Answer: B**

**Explanation:**

Collaboration determines how product teams operate within the enterprise context by defining how they interact, share information, and work together to achieve organizational goals.

### **Question: 48**

What product metric does a product ownership analysis (POA) practitioner use to validate high-value product backlog items?

- A. Product downloads
- B. Product value goals
- C. Feature activations
- D. Feature usage rate

**Answer: D**

**Explanation:**

Feature usage rate validates high-value PBIs by showing how often and effectively customers use specific features, confirming whether those items are delivering the expected value.

### **Question: 49**

Which stakeholder groups are responsible to resolve all issues and limitations and, to ensure building a viable and high value solution?

- A. Customers
- B. Supporting stakeholders
- C. Key stakeholders
- D. Delivery team

**Answer: C**

**Explanation:**

Key stakeholders are responsible for resolving issues and limitations while ensuring the solution being built is viable and delivers high value, as they have decision-making authority and vested interest in the outcome.

### Question: 50

What does product ownership analysis recommend to develop a sharp focus on from a goals perspective?

- A. Roadmap planning
- B. Strategy map
- C. Delivery timeline
- D. Value creation

**Answer: D**

Explanation:

### Question: 51

The results of a market assessment could prompt a change in the:

- A. product scope.
- B. metrics being measured.
- C. targeted customer.
- D. budget spend.

**Answer: A**

Explanation:

Market assessment results can lead to changes in the product scope to ensure the product remains aligned with market demands, competitive conditions, and customer needs.

### Question: 52

Which technique can be used to identify motivational insights for a customer?

- A. Persona
- B. Interviews
- C. Observation
- D. Empathy map

**Answer: D**

Explanation:

An empathy map is used to identify motivational insights for a customer by capturing what they think, feel, see, hear, say, and do, helping reveal underlying drivers and needs.

### Question: 53

Where are initiatives that deliver desired results identified?

- A. Release plan
- B. Product roadmap
- C. Business strategy
- D. Product vision

**Answer: C**

**Explanation:**

Initiatives that deliver desired results are identified in the business strategy, as it defines the high-level direction and objectives that guide product planning and development.

### Question: 54

Product planning cycles include focused attention on the:

- A. customer.
- B. business requirements.
- C. delivery horizons.
- D. release iterations.

**Answer: A**

**Explanation:**

Product planning cycles focus on the customer to ensure that product decisions, priorities, and development efforts are aligned with customer needs and deliver maximum value.

### Question: 55

What type of connection is required to create a support system and a culture of teamwork across the organization?

- A. Influential
- B. Social
- C. Personal
- D. Emotional

**Answer: D**

**Explanation:**

An emotional connection fosters trust, empathy, and mutual respect, creating a strong support system and a culture of teamwork across the organization.

**Question: 56**

What skill is required while engaging in observation with the customer?

- A. Interviewing
- B. Evaluation
- C. Alertness
- D. Coaching

**Answer: C**

Explanation:

Alertness is essential during customer observation to capture subtle behaviors, reactions, and environmental factors that can provide valuable insights into their needs and experiences.

**Question: 57**

Empathy with stakeholders is built by:

- A. clarifying assumptions.
- B. relying on prior personal experiences.
- C. delivering the solution under budget.
- D. accepting the use of ambiguous words.

**Answer: A**

Explanation:

Clarifying assumptions builds empathy with stakeholders by ensuring mutual understanding, reducing misinterpretations, and fostering trust through transparent communication.

**Question: 58**

Which type of goal keeps the focus on the customer and the product?

- A. Shared
- B. Common
- C. Planned
- D. Agreed

**Answer: A**

Explanation:

Shared goals keep the focus on the customer and the product by aligning all stakeholders and team members toward a common vision of delivering value.

### **Question: 59**

Which of the following can be readily used for release planning?

- A. Product idea
- B. Product backlog
- C. Product roadmap
- D. Product vision

**Answer: B**

Explanation:

The product backlog can be readily used for release planning because it contains prioritized, well-defined items that can be selected and scheduled for upcoming releases.

### **Question: 60**

Communication, collaboration and planning across the product team, facilitate product:

- A. Implementation.
- B. alignment.
- C. ownership.
- D. vision.

**Answer: B**

Explanation:

Communication, collaboration, and planning across the product team facilitate product alignment, ensuring everyone works toward the same objectives and priorities.