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Question: 1

The most important thing a Product Owner can do is:

(choose the best answer)

- A. Determine the release schedule and contents.
- B. Ensure that all stakeholder needs are met.
- C. Function as the single source of truth for all requirements.
- D. Maximize the value delivered by the product.

Answer: D

Explanation:

[According to the Professional Scrum Product Owner™ II certification guide](#), the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. This means that the Product Owner is responsible for defining, ordering, and validating what the Scrum Team works on, and ensuring that the product delivers value to the customers, users, and the organization. [The other options are not the most important thing a Product Owner can do, because they are either too narrow \(A\), too unrealistic \(B\), or too prescriptive ©. Reference: 1: Professional Scrum Product Owner™ II Certification | Scrum.org](#)

Question: 2

You are a Product Owner for a product that publishes customer usage rates by feature.

An influential stakeholder does not believe the data showing the usage rates, and insists that a particular feature is essential, despite data showing low usage rates. The stakeholder believes that measuring feature usage is a waste of time.

As Product Owner you have confirmed that the data is accurate and believe that the data is valuable to help you and your team. What should you do?

(choose the best answer)

- A. Continue measuring feature usage and use it to inform your decisions, but do not publish it.
- B. Continue to measure and publish the data, to provide openness and transparency, and use it to inform your decisions.
- C. Stop measuring feature usage to appease the stakeholder.

Answer: B

Explanation:

As a Product Owner, you are accountable for maximizing the value of the product and the work of the Scrum Team. To do this, you need to have a clear understanding of the product vision, the product value, and the product backlog management. Measuring feature usage is one way to gather empirical evidence of the value delivered by the product and the feedback from the customers and users. This data can help you validate or invalidate your assumptions, prioritize the product backlog items, and inspect and adapt the product strategy. Therefore, measuring feature usage is not a waste of time, but a valuable practice for agile product management.

Moreover, as a Product Owner, you are also responsible for engaging with the stakeholders and customers, and providing them with transparency and openness. This means that you should share the data and the insights you gain from it with them, and invite them to collaborate with you and the Scrum Team. This can help you build trust and alignment, and foster a culture of experimentation and learning. Therefore, you should not hide the data or stop measuring it, but rather use it as a basis for constructive dialogue and

decision making.

Reference:

[Professional Scrum Product Owner™ II Certification](#)

[Managing Products with Agility](#)

[Evidence-Based Management](#)

Question: 3

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](#), 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](#)². [A portfolio or a program may consist of multiple products, each with its own Product Backlog](#)³. Reference: [1: Professional Scrum Product Owner™ II Certification | Scrum.org](#) [2: What is a Product Backlog? | Scrum.org](#) [3: Product Backlog Explained \[+ Examples\]](#)

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Question: 4

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. This is the Developers responsibility.
- E. 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. Reference:

[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](#)

Question: 5

The leading revenue-producing product in your portfolio has:

- . High Current Value
- . Low Unrealized Value

The product has been losing customers for several years and revenues are down. Using those two data points and the options below, what is the first action you should take?

(choose the best answer)

- A. Increase investment in the product to create greater interest and bring old customers back.
- B. Maintain the product, but begin reducing investment; seek other opportunities for future growth.
- C. Drop the price for the product to attract new customers.

D. Increase marketing for the product.

Answer: B

Explanation:

[According to the PSPO II resources, a product with high current value and low unrealized value is in the harvest stage of the product lifecycle¹](#). This means that the product has reached its peak and is facing increasing competition and decreasing customer demand. The best strategy for this stage is to maintain the product quality and customer satisfaction, but reduce the investment in new features or enhancements. [The product owner should seek other opportunities for future growth, such as developing new products or exploring new markets²³](#). Reference:

1: [Product Lifecycle Management](#)

2: [Product Strategy](#)

3: [Evidence-Based Management](#)

Question: 6

How much of the Sprint Backlog must be defined during Sprint Planning?

(choose the best answer)

A. Enough so the Developers can create a forecast of what they can do during the Sprint.

B. All of the potential work. Sprint Planning is not over until 100% of the work is identified and estimated.

C. Just enough to understand design and architectural implications.

D. Just enough tasks for the Scrum Master to be confident in the Developer's

understanding of the Sprint.

Answer: A

Explanation:

The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal¹. The Sprint Backlog is a forecast by the Developers about what functionality will be in the next Increment and the work needed to deliver that functionality into a “Done” Increment². The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum². The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers work through the plan and learn more about the work needed to achieve the Sprint Goal². The Sprint Backlog is not a commitment to deliver a fixed scope of work, but rather a forecast of what the Developers believe they can do in the Sprint³. Therefore, the Sprint Backlog does not need to be fully defined during the Sprint Planning, but only enough so the Developers can create a realistic forecast of what they can do during the Sprint.

Reference: ¹: Sprint Backlog, ²: The Scrum Guide, ³: Commitment vs. Forecast

Question: 7

When the Product Owner is too busy to work with all of the teams in a multi-team product development effort, which strategy will help them?

(choose the best answer)

A. Add component team Product Owners.

B. Communicate a clear Product Goal and delegate some activities to the Developers.

C. Enlist the Program Management Office to help coordinate work.

D. Assign sub-Product Owners to each Scrum Team.

E. All of the above.

Answer: B

Explanation:

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are also accountable for effective Product Backlog management, which includes clearly expressing Product Backlog items, ordering them to best achieve goals and missions, ensuring that the Product Backlog is transparent, visible and understood. The Product Owner may do the above work or may delegate the responsibility to others. [However, the Product Owner remains accountable](#)¹.

When working with multiple Scrum Teams on the same product, the Product Owner should ensure that there is a shared understanding of the Product Goal among all the teams and stakeholders. The Product Goal is the long-term objective for the Scrum Team. [They must fulfill \(or abandon\) one objective before taking on the next](#)². The Product Owner should also collaborate with the Developers to create and refine Product Backlog items that are valuable, feasible, and testable. [The Developers are accountable for creating a plan for the Sprint, the Sprint Backlog](#)¹. The Product Owner should trust the Developers to self-organize and deliver the most valuable increments possible.

The other options are not recommended strategies for the Product Owner, as they may introduce unnecessary complexity, confusion, and waste. Adding component team Product Owners, enlisting the Program Management Office, or assigning sub-Product Owners may create silos, dependencies, and conflicts among the teams and stakeholders. These roles may also undermine the authority and accountability of the Product Owner, and reduce the transparency and alignment of the Product Backlog. [The Product Owner should work with the Scrum Master and the Developers to find ways to optimize the value delivery and collaboration across the teams, rather than creating intermediaries or proxies](#)³⁴. Reference: [1: Scrum Guide 2: Understanding and Applying the Scrum Framework 3: Managing Products with Agility 4: Evolving the Agile Organization](#)

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. Reference := [Scrum Guide, Understanding and Applying the Scrum Framework, Managing Products with Agility](#)

Question: 9

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](#), 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.

[Reference: 1](#): Professional Scrum Product Owner™ II Certification | Scrum.org

Question: 10

Which of the following would likely be the least effective way to enhance the agility of your future product development?

(choose the least effective approach)

- A. Consider whether there is a significantly large enough market for your product.
- B. Form a holistic view of how the customer sees your product.
- C. Clearly understand the producer, buyer/consumer relationship.
- D. Lean on your organizational efficiency and existing architecture to build your product aligned to the current organization.

Answer: D

Explanation:

: As a Product Owner, you need to embrace agility and empiricism in your product development. This means that you should be able to inspect and adapt your product based on feedback from the market, customers, users, and stakeholders. You should also be able to experiment and learn from your failures and successes. To do this, you need to have a flexible and adaptable product architecture that can support frequent changes and new features. You also need to collaborate with your Scrum Team and other teams in the organization to deliver value incrementally and iteratively. Therefore, leaning on your organizational efficiency and existing architecture to build your product aligned to the current organization is the least effective way to enhance your agility. This approach can limit your innovation, creativity, and responsiveness to the changing needs and expectations of your customers and users. It can also create silos, dependencies, and conflicts within and across teams, and reduce the quality and value of your product.

Reference:

Question: 11

You started measuring product feature usage in your last release. You are surprised to learn that a sizable percentage of the features you thought were very important are never or rarely used.

Which of the following actions could you take to further evaluate this unexpected result?

(choose all that apply)

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

Answer: ACD

Explanation:

Option A is correct because talking to users is one of the best ways to understand their needs, goals, and pain points. By spending more time with them, you can identify the impact they seek from your product and how your features align with that impact. [This will help you validate your assumptions and learn from your customers12.](#)

Option B is incorrect because disabling features that have never been used is a risky and potentially harmful action. It may cause frustration and confusion for the users who rely on those features, or who may want to use them in the future. It may also damage your reputation and trust with your customers. [Instead of disabling features, you should seek feedback from your users and understand why they are not using them](#)³⁴.

Option C is correct because running experiments is a powerful way to increase your understanding of what customers find valuable. By testing different hypotheses and measuring the outcomes, you can learn from your data and evidence. [You can also use experiments to validate your ideas and assumptions before investing in building features](#)⁵.

Option D is correct because examining whether the rarely used features solve the intended problem is a crucial step to evaluate your product performance. You should review your product vision and goals, and assess how your features contribute to them. You should also analyze the feedback and data you have collected from your users and stakeholders, and identify any gaps or mismatches between your features and their needs.

Reference:

[1](#): Product Backlog Management

[2](#): Stakeholders & Customers

[3](#): Product Value

[4](#): Evidence-Based Management

[5](#): Product Vision

: Forecasting & Release Planning

: [Business Strategy](https://www

Question: 12

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.

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](#)¹². [The user's desired outcome is the goal or benefit that the user wants to achieve by using the product or service](#)³. [The user's actual experience is the perception and evaluation of the product or service by the user](#)⁴. 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](#)

Question: 14

Managing a Product Backlog involves which of the following activities?

(choose all that apply)

- A. Forecasting the effort of Product Backlog items.
- B. Reducing or eliminating dependencies between Product Backlog items.
- C. Reviewing the Product Backlog with stakeholders.
- D. Breaking large Product Backlog items into multiple smaller Product Backlog items.
- E. Ordering the Product Backlog.

Answer: B C D E

Explanation:

[Product Backlog involves the following activities](#)¹²:

Reducing or eliminating dependencies between Product Backlog items. [This helps to increase the flexibility and adaptability of the Product Backlog, and enables the Developers to select the most valuable and feasible items to work on in each Sprint](#)³.

Reviewing the Product Backlog with stakeholders. [This helps to ensure that the Product Backlog reflects the needs and expectations of the customers and users, and that the Product Owner receives feedback and input from various perspectives](#)⁴.

Breaking large Product Backlog items into multiple smaller Product Backlog items. [This helps to create a more granular and transparent Product Backlog, and allows the Product Owner to prioritize and refine the items more effectively](#).

Ordering the Product Backlog. This helps to communicate the relative importance and urgency of the Product Backlog items, and guides the Developers to select the most valuable items for the next Sprint.

Forecasting the effort of Product Backlog items is not an activity that is explicitly required for managing a Product Backlog. The Product Owner is mainly responsible for maximizing the value of the product, not the effort or cost of development. [The effort of Product Backlog items may be estimated by the Developers, but this is not a mandatory practice and it does not affect the ordering of the Product Backlog. Reference: 1: Product Backlog Management, 2: Managing Products with Agility, 3: Reducing Dependencies, 4: Reviewing the Product Backlog, 5: Breaking Down Product](#)

Backlog Items, : Ordering the Product Backlog, : The Product Owner, : Estimating Product Backlog Items

Question: 15

A Product Owner is needed for every:

(choose the best answer)

A. Product.

B. Portfolio.

C. Program.

D. All of the above.

Answer: A

Explanation:

The Product Owner is the sole person accountable for managing the Product Backlog and ensuring the value of the work the Scrum Team performs. The Product Owner is one person, not a committee. [The Product Owner](#)

may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner¹. The Product Owner is responsible for the product and its outcome².

A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a physical product, a software product, a service, a project, or something else³. A product has a product vision, which is the overarching goal of the product, the reason for creating it, and the impact it should have on its customers and users⁴.

A portfolio is a collection of products or projects that are aligned with a strategic goal or an organizational unit⁵. A program is a group of related projects or products that are managed in a coordinated way to obtain benefits and control not available from managing them individually. A portfolio or a program may have a portfolio or program manager, who is responsible for overseeing the alignment, prioritization, and governance of the portfolio or program . However, these roles are not equivalent to the Product Owner role, as they do not have the same accountabilities and authorities as the Product Owner.

Therefore, the correct answer is that a Product Owner is needed for every product, not for every portfolio or program.

Reference: 1: Scrum Guide 2: Understanding and Applying the Scrum Framework 3: Managing Products with Agility 4: [Product Vision] 5: [Portfolio] : [Program] : [Portfolio Management] : [Program Management]

Question: 16

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. Reference := [Scrum Guide](#), [Managing Products with Agility](#), [Evidence-Based Management](#)

Question: 17

Which of the following activities should a Product Owner never do?

(choose the best answer)

- A. Decide when to release the product Increment.
- B. Dictate the Sprint Goal.

C. Accept work done during the Sprint.

D. Establish a Product Goal.

Answer: B

Explanation:

[According to the Professional Scrum Product Owner™ II certification guide1](#), the Sprint Goal is the single objective for the Sprint. It is a commitment made by the Scrum Team during Sprint Planning. The Sprint Goal provides guidance to the Developers on why it is valuable to build a coherent Increment. The Product Owner proposes how the product could increase its value and utility in the current Sprint. The whole Scrum Team then collaborates to define a Sprint Goal that communicates why the Sprint is valuable to stakeholders. The Product Owner should not dictate the Sprint Goal, but rather collaborate with the Developers and the Scrum Master to create a shared understanding and alignment. [The other options are not activities that a Product Owner should never do, because they are either part of the Product Owner's accountabilities \(A, C, D\) or may be done in collaboration with others \(A, D\). Reference: 1](#): Professional Scrum Product Owner™ II Certification | Scrum.org

Question: 18

What is typical work for a Product Owner in a Sprint?

(choose the best two answers)

- A. Collaborate with stakeholders, user communities and other Product Owners.
- B. Work with the Developers on Product Backlog refinement.
- C. Attend every Daily Scrum to answer functional questions about the Sprint Backlog.

D. Create financial reporting upon the spent hours reported by the Developers.

E. Update the work plan for the Developers on a daily basis.

Answer: AB

Explanation:

As a Product Owner, you are accountable for maximizing the value of the product and the work of the Scrum Team. To do this, you need to collaborate with various stakeholders, user communities and other Product Owners to understand their needs, expectations and feedback, and to align them with the product vision and strategy. You also need to work with the Developers on Product Backlog refinement, which is an ongoing activity to add detail, estimates and order to Product Backlog items. This helps the Developers to understand what is valuable and feasible to deliver in the upcoming Sprints, and to plan and execute their work accordingly. These are typical and essential work for a Product Owner in a Sprint.

The other options are not typical or effective work for a Product Owner in a Sprint. Attending every Daily Scrum is not necessary, as the Daily Scrum is an event for the Developers to inspect their progress and plan their next steps. The Product Owner can attend the Daily Scrum if invited by the Developers, but should not interfere or answer questions that are not related to the Sprint Goal or the Product Backlog. Creating financial reporting upon the spent hours reported by the Developers is not a valuable activity, as it does not reflect the outcome or the value delivered by the product. It also goes against the Scrum values of trust and respect, as it implies that the Developers are not selfmanaging or committed to their work. Updating the work plan for the Developers on a daily basis is also not a good practice, as it undermines the autonomy and creativity of the Developers, and reduces their ability to inspect and adapt their work based on the empirical evidence. The Product Owner should not tell the Developers how to do their work, but rather focus on what is the most valuable outcome for the product.

Reference:

[Professional Scrum Product Owner™ II Certification](#)

[Understanding and Applying the Scrum Framework](#)

[Managing Products with Agility](#)

Question: 19

What might indicate to a Product Owner that they need to work more with the Scrum Team?

(choose the best answer)

- A. People frequently leave the Scrum Team.
- B. They are not working full time with the Scrum Team.
- C. The acceptance criteria for the Product Backlog items do not appear to be complete.
- D. The Increment presented at the Sprint Review does not reflect their expectations.

Answer: D

Explanation:

Option D is the best answer because it indicates that the Product Owner and the Scrum Team are not aligned on the vision, goals, and value of the product. [The Product Owner is responsible for maximizing the value of the product and the work of the Scrum Team1. To do so, the Product Owner needs to work closely with the Scrum Team, communicate the product vision, provide clear and valuable Product Backlog items, collaborate on the Sprint Goal, and inspect and adapt the product based on feedback23.](#) If the Increment presented at the Sprint Review does not reflect the Product Owner's expectations, it means that there is a gap between what the Product Owner wants and what the Scrum Team delivers. This gap can lead to waste, rework, dissatisfaction, and missed opportunities. [The Product Owner should work more with the Scrum Team to ensure that they have a shared understanding of the product and its value proposition, and that they deliver Increments that meet the Definition of Done and the acceptance criteria45.](#)

Option A is not the best answer because it does not necessarily imply that the Product Owner needs to work more with the Scrum Team. People may leave the Scrum Team for various reasons, such as personal, professional, or organizational factors. [While the Product Owner should care about the well-being and motivation of the Scrum Team members, and try to foster a positive and collaborative environment, the Product Owner is not accountable for the people management or the team composition1.](#) The Scrum Master is more likely to address the issues that cause people to leave the Scrum Team, such as impediments, conflicts, or dysfunctions.

Option B is not the best answer because it does not necessarily imply that the Product Owner needs to work more with the Scrum Team. [The Product Owner is expected to spend enough time with the Scrum Team to provide them with the necessary guidance and feedback2. However, the Product Owner also has other responsibilities, such as engaging with stakeholders, customers, and users, managing the Product Backlog, validating the product value, and aligning the product strategy with the business goals12.](#) The Product Owner does not need to work full time with the Scrum Team, as long as

they are available and accessible when needed, and they empower the Scrum Team to make decisions and self-organize .

Option C is not the best answer because it does not necessarily imply that the Product Owner needs to work more with the Scrum Team. The acceptance criteria for the Product Backlog items are the conditions that must be met for the items to be considered done and valuable. [The Product Owner is accountable for defining and communicating the acceptance criteria to the Scrum Team](#)¹. However, the Product Owner can also collaborate with the Scrum Team and the stakeholders to refine and clarify the acceptance criteria, and to ensure that they are aligned with the Definition of Done and the Sprint Goal . The acceptance criteria for the Product Backlog items may not appear to be complete at the beginning of the Sprint, but they can be refined and updated throughout the Sprint, as long as they do not change the scope or the value of the items. The Product Owner should work with the Scrum Team to ensure that the acceptance criteria are clear, testable, and valuable, but they do not need to work more with the Scrum Team just because the acceptance criteria are not complete at a certain point in time.

Reference:

[1: Product Owner Accountabilities](#)

[2: Product Backlog Management](#)

[3: Product Value](#)

[4: Product Vision](#)

[5: Sprint Review](#)

[: Scrum Master Accountabilities](#)

[: Stakeholders & Customers](#)

[: Business Strategy](#)

[: Definition of Done](#)

[: Product Backlog Refinement](#)

[: Sprint Planning](#)

[: Sprint Backlog](#)

Question: 20

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. Reference:

[Professional Scrum Product Owner II Assessment](#)

[Understanding and Applying the Scrum Framework](#)

[Managing Products with Agility](#)

[What is a Product Backlog?]

[Product Backlog Explained]

Question: 21

An effective Product Owner must:

(choose the best answer)

- A. Ensure that every stakeholder need is met.
- B. Be the "expert" opinion for all Product Backlog items.
- C. Ensure that the team is as productive as possible.
- D. Be the single point of contact for all stakeholders.

E. All of the above.

F. None of the above.

Answer: F

Explanation:

None of the options given are accurate descriptions of what an effective Product Owner must do. [According to the PSPO II resources, an effective Product Owner must](#)¹²³⁴⁵:

Develop and communicate a clear and compelling Product Goal that aligns with the organization's vision and strategy.

Manage the Product Backlog by refining, ordering, and prioritizing items that deliver value to customers and users.

Collaborate with stakeholders and the Scrum Team to understand their needs, expectations, and feedback.

Empower the Scrum Team to make decisions and self-organize around the Sprint Goal and the Product Backlog items.

Experiment and validate assumptions using empirical evidence and data.

Optimize the value of the product and the work of the Scrum Team.

Continuously inspect and adapt the product and the process based on the outcomes and feedback. Reference:

[1: The Scrum Guide](#)

[2: Product Owner Learning Path](#)

[3: Product Owner Competencies](#)

[4: Evidence-Based Management](#)

[5: Product Strategy](#)

Question: 22

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 efficiency¹. Moreover, sharing people with unique skills will create bottlenecks and dependencies in the delivery process, increasing the risk of delays and quality issues². Furthermore, sharing people with unique skills will discourage teams from developing deep technical skills themselves, making them less cross-functional and self-organizing³.](#) 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 technologies⁴.](#)

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 role⁵.](#)

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.](#)

[Reference: 1: Context Switching, 2: Bottlenecks and Dependencies, 3: Cross-Functional Teams, 4: Technical Excellence, 5:](#)

Resource vs. Value Orientation, : Utilization vs. Outcome Orientation

Question: 23

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](#)

recovery123. Reference: 1: [Managing Products with Agility](#) 2: [Understanding and Applying the Scrum Framework](#) 3: [Evolving the Agile Organization](#)

Question: 24

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](#)

Question: 25

The Developers inform the Product Owner during the Sprint that they are not likely to complete everything they forecasted. What would you expect a Product Owner to do?

(choose the best answer)

- A. Reduce the scope of the Sprint, if possible, to still meet the Sprint Goal.
- B. Skip Product Backlog refinement activities.
- C. End the Sprint, since the goal cannot be achieved.
- D. Change the Sprint Goal to match what the Developers can deliver.
- E. Inform management that more resources are needed.

Answer: A

Explanation:

[According to the Professional Scrum Product Owner™ II certification guide1](#), the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. This means that the Product Owner should collaborate with the Developers and the Scrum Master to find the best way to deliver value in the current Sprint, even if the initial forecast is not met. The Product Owner should not change or abandon the Sprint Goal, as it is a commitment made by the Scrum Team during Sprint Planning. The Product Owner should also not skip Product Backlog refinement activities, as they are essential for preparing the Product Backlog for future Sprints. The Product Owner should not end the Sprint prematurely, as it may cause more disruption and waste than delivering a potentially releasable Increment. The Product Owner should not inform management that more resources are needed, as it may imply that the Scrum Team is not self-organizing and cross-functional. The Product Owner should respect the Developers' autonomy and professionalism and support them in finding the best solution to the problem. Therefore, the best answer is to reduce the scope of the Sprint, if possible, to still meet the Sprint Goal. [This means that the Product Owner and the Developers should negotiate the scope of the Sprint Backlog within the Sprint, removing or adding Product Backlog items that are aligned with the Sprint Goal and the value delivery.](#) Reference: 1: Professional Scrum Product Owner™ II Certification | Scrum.org

Question: 26

Which of the following is true about Scrum?

(choose all that apply)

A. Each component of Scrum serves a specific purpose and is essential to the successful usage of Scrum for building complex products.

B. Scrum is a framework for generating value through adaptive solutions for complex problems.

C. Scrum is a methodology, where you can "pick and choose" which parts of Scrum you think will work for your environment.

D. Scrum is based on empiricism.

E. Scrum is like traditional processes but with self-management to replace Project Managers.

Answer: ABD

Explanation:

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems. Scrum consists of three roles (Scrum Master, Product Owner and Developers), five events (Sprint, Sprint Planning, Daily Scrum, Sprint Review and Sprint Retrospective), and three artifacts (Product Backlog, Sprint Backlog and Increment). Each component of Scrum serves a specific purpose and is essential to the successful usage of Scrum. Scrum is not a methodology, where you can “pick and choose” which parts of Scrum you think will work for your environment. Scrum is a whole, and each part of Scrum complements the others. Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed. Scrum employs an iterative, incremental approach to optimize predictability and control risk. Scrum is not like traditional processes but with self-management to replace Project Managers. Scrum is a different way of working that requires a shift in mindset and culture. Scrum promotes self-organization, collaboration, transparency, inspection and adaptation.

Reference:

[Professional Scrum Product Owner™ II Certification](#)
[Understanding and Applying the Scrum Framework](#)

[The Scrum Guide]

Question: 27

The environment in which a product will be used changes and emerges continually. What is the effect on the Product Backlog?

(choose the best answer)

A. The requirements specification document, describing the Product Backlog items, must be updated to ensure

stability.

B. The Product Backlog evolves to reflect what the product needs to be most valuable.

C. There is no effect, the Product Backlog must stay the same until the end of the project.

D. The Product Backlog is archived and a new Product Backlog is created to take its

place

Answer: B

Explanation:

Option B is the best answer because it reflects the agile and empirical nature of Scrum and Product Ownership. [The Product Backlog is a living artifact that represents the current understanding of what the product needs to be most valuable for the customers and the stakeholders1](#). The Product Backlog is not a fixed or static document, but rather an emergent and dynamic one that adapts to the changing environment, needs, and feedback. [The Product Owner is accountable for managing the Product Backlog and ensuring that it is transparent, ordered, and refined2](#). [The Product Owner collaborates with the Scrum Team and the stakeholders to inspect and adapt the Product Backlog items based on the new insights, opportunities, and learnings that arise from the changing environment34](#). [The Product Owner also uses various techniques, such as product vision, value proposition, user stories, experiments, and evidence-based management, to define, validate, and prioritize the Product Backlog items5](#).

Option A is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. [The Product Backlog is not a requirements specification document, but rather a list of hypotheses and assumptions that need to be tested and validated in the real world5](#). [The Product Backlog items are not detailed or fixed upfront, but rather refined and clarified as they get closer to implementation2](#). Updating the requirements specification document to ensure stability implies a plan-driven and predictive approach that does not embrace change and feedback, and that does not optimize value delivery.

Option C is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is not a project plan, but rather a product roadmap that guides the development of the product. [The Product Backlog does not have a predefined end date or scope, but rather evolves and changes as the product grows and matures1](#). Keeping the Product Backlog the same until the end of the project implies a plan-driven and predictive approach that does not embrace change and feedback, and that does not optimize value delivery.

Option D is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. [The Product Backlog is not a disposable artifact, but rather a cumulative and iterative one that builds on the previous work](#)

[and learnings](#)¹. [The Product Backlog items are not discarded or replaced, but rather refined and updated as the product evolves and changes](#)². 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.

Reference:

[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]

Question: 28

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.

Reference:

[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](#)

Question: 29

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 Team1. 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 customer2. A price increase can be justified if the customer perceives that the product delivers more value than the cost3. This can be achieved by enhancing the product quality, functionality, usability, or design, or by providing additional benefits or services to the customer4. 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. Reference:](#)

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](#)

Question: 30

The smallest product Increment that is valuable enough to release is one that:

(choose the best answer)

A. Delivers a single new or improved outcome.

B. Adds a new feature.

C. Fixes at least one defect.

D. Delivers all "must do" Product Backlog items.

Answer: A

Explanation:

The smallest product Increment that is valuable enough to release is one that delivers a single new or improved outcome for the customers or users of the product. [This is because the outcome is the ultimate measure of value, not the output or the features](#)¹. [An outcome is a change in behavior, attitude, or situation that results from using the product](#)². [An outcome can be achieved by delivering a single feature, fixing a defect, or improving an existing functionality, as long as it meets the Definition of Done and the Sprint Goal](#)³. Therefore, the best answer is A.

The other options are not correct because:

B. Adds a new feature. [This is not a sufficient condition, as a new feature may not deliver a valuable outcome if it is not aligned with the product vision, the customer needs, or the market conditions](#)⁴.

C. Fixes at least one defect. [This is not a necessary condition, as a defect may not affect the value of the product if it is minor, rare, or irrelevant to the customer](#)⁵.

D . Delivers all “must do” Product Backlog items. This is not a realistic condition, as the Product Backlog is a dynamic and emergent artifact that changes based on feedback, learning, and discovery. [There is no fixed set of “must do” items that can guarantee the delivery of value. Reference: 1: Outcome vs. Output, 2: What is an Outcome?, 3: The Definition of Done, 4: Feature vs. Outcome, 5: Defect vs. Value, : The Product Backlog](#)

Question: 31

Your executive leadership team believes that your product can achieve higher market share.

- . The Sales Leader is pressuring you to reduce the price of the product to attract more customers.
- . The Director of Finance is concerned that reducing the price will merely reduce the product's profitability.

What sources of information should you consider when deciding whether to drop the price as the Sales Leader is suggesting?

(choose the best four answers)

- A. Channel sales strategy.
- B. Customer satisfaction.
- C. Market share.
- D. Unmet customer needs.
- E. Competitor pricing.
- F. Company earnings targets.

Answer: BCDE

Explanation:

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.

[They are also accountable for effective Product Backlog management, which includes ordering the Product Backlog items to best achieve goals and missions1. The Product Owner should consider various sources of information to make informed decisions about the product, such as customer feedback, market trends, stakeholder input, and data analysis2.](#)

When deciding whether to drop the price of the product, the Product Owner should consider the following sources of information:

Customer satisfaction: The Product Owner should measure and monitor how satisfied the customers are with the product, and how likely they are to recommend it to others. Customer satisfaction is a key indicator of product value and quality, and it can also influence customer retention and loyalty. [The Product Owner should use various methods to collect customer feedback, such as surveys, interviews, reviews, ratings, and net promoter score23.](#)

Market share: The Product Owner should track and compare the product's market share with its competitors and potential customers. Market share is the percentage of the total market that is captured by the product, and it reflects the product's popularity and demand. [The Product Owner should use market research, sales data, and industry reports to analyze the market share and identify opportunities and threats24.](#)

Unmet customer needs: The Product Owner should identify and prioritize the customer needs that are not yet met by the product or its competitors. Unmet customer needs are the gaps or problems that the customers face, and that the product can solve or address. [The Product Owner should use techniques such as user stories, personas, value proposition canvas, and jobs to be done to discover and validate the unmet customer needs25.](#)

Competitor pricing: The Product Owner should benchmark and compare the product's pricing with its competitors and alternatives. Competitor pricing is the amount of money that the customers have to pay to acquire or use a similar or substitute product. [The Product Owner should use competitive analysis, price elasticity, and value-based pricing to determine the optimal pricing strategy for the product2.](#)

The other option, company earnings targets, is not a relevant source of information for the Product Owner, as it does not reflect the value or the demand of the product. The Product Owner should focus on delivering value to the customers and the stakeholders, rather than meeting arbitrary financial goals. [The company earnings targets may also change over time, and they may not align with the product vision or the market reality2.](#) Reference: 1: [Scrum Guide](#) 2: [Managing Products with Agility](#) 3: [Customer Feedback](#) 4: [Market Share](#) 5: [Unmet Customer Needs](#) : [Competitor Pricing] : [Company Earnings Targets]

Question: 32

Which of the following measures might help you determine whether your product is delivering value to your customer?

(choose the best answer)

- A. The number of "must-do" Product Backlog items delivered in a release.
- B. The average cost of your product release.
- C. The on-schedule performance of the Scrum Team.
- D. How often your customers use your product.
- E. All of the above.
- F. None of the above.

Answer: D

Explanation:

The value of a product is not determined by how many features it has, how much it costs, or how fast it is delivered, but by how well it meets the needs and expectations of the customers and stakeholders. Therefore, the best measure of value is how often and how effectively the customers use the product to achieve their goals and solve their problems. This can be assessed by using metrics such as customer satisfaction, retention, engagement, loyalty, referrals, revenue, or any other indicators that reflect the desired outcomes and benefits of the product.

The other options are not the best measures of value, because they either focus on the output rather than the outcome, or they do not reflect the customer perspective. The number of "must-do" Product Backlog items delivered in a release

may indicate the scope or the quality of the product, but not necessarily the value. The average cost of the product release may indicate the efficiency or the profitability of the product, but not necessarily the value. The on-schedule performance of the Scrum Team may indicate the predictability or the agility of the product development process, but not necessarily the value. Reference := [Professional Scrum Product Owner™ II Certification, Managing Products with Agility, Evidence-Based Management](#)

Question: 33

Product A is a big revenue producer; it has:

. High Current Value and Low Unrealized Value.

Product B is a new product with a lot of potential; it has:

. Low Current Value and High Unrealized Value.

Using those two data points and taking a long-term view, which of the options below should you pursue?

(choose the best answer)

A. Weight your investment toward Product B; since it has more potential.

B. Weight your investment toward Product A; you do not want to risk losing customers.

C. Invest equally in both products.

Answer: A

Explanation:

[According to the Professional Scrum Product Owner™ II certification guide](#), the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. This means that the Product Owner should

have a clear vision of the product, understand the needs and desires of the customers and stakeholders, and prioritize the Product Backlog items based on their value and urgency. The Product Owner should also use evidence-based management to measure the value delivered by the product and make informed decisions about the product strategy and direction.

In this question, Product A has a high current value, which means that it is generating a lot of revenue and satisfying the existing customers. However, it also has a low unrealized value, which means that it has little room for improvement or innovation, and may face competition or obsolescence in the future. Product B has a low current value, which means that it is not generating much revenue or satisfying many customers. However, it also has a high unrealized value, which means that it has a lot of potential for improvement or innovation, and may capture new markets or opportunities in the future.

Taking a long-term view, the Product Owner should weight the investment toward Product B, since it has more potential to deliver value in the future. This does not mean that the Product Owner should neglect Product A, but rather balance the investment between the two products based on the expected return on investment and the risk involved. Investing equally in both products may not be optimal, as it may result in underinvesting in Product B and overinvesting in Product A. Weighting the investment toward Product A may not be wise, as it may result in missing out on the opportunities offered by Product B and losing the competitive edge in the market.

[Reference: 1](#): Professional Scrum Product Owner™ II Certification | Scrum.org

Question: 34

A "cone of uncertainty" can be used to do what?

(choose the best answer)

A. Represent the relative level of difficulty for predicting the velocity of individual team members.

B. Rapidly identify and prioritize all uncertainties.

C. Determine whether to cut quality, similar to the "Iron Triangle" of project management.

D. Visualize the uncertainty of the potential value that a Scrum Team delivers over time.

Answer: D

Explanation:

A “cone of uncertainty” is a graphical representation of the evolution of the amount of uncertainty during a project. It shows that at the beginning of a project, there is a high degree of variability and unpredictability in the estimates of the scope, cost, time, and value of the product. As the project progresses, more information and feedback are gathered, and the uncertainty decreases, reaching zero when the product is delivered and validated. A “cone of uncertainty” can be used to visualize the uncertainty of the potential value that a Scrum Team delivers over time, and to guide the empirical process of inspection and adaptation. By using a “cone of uncertainty”, a Scrum Team can:

Align the expectations of the stakeholders and customers with the reality of the complex and dynamic environment.

Avoid making premature or unrealistic commitments based on inaccurate or incomplete estimates.

Embrace change and experimentation as opportunities to learn and deliver more value.

Inspect the actual value delivered and the feedback received, and adapt the product vision, strategy, and backlog accordingly.

Forecast the range of possible outcomes and the level of confidence for each Sprint and release.

The other options are not valid uses of a “cone of uncertainty”. A “cone of uncertainty” does not represent the relative level of difficulty for predicting the velocity of individual team members, as velocity is a measure of the amount of work done by the whole Scrum Team, not by individuals. A “cone of uncertainty” does not rapidly identify and prioritize all uncertainties, as uncertainties are not always known or quantifiable, and may change over time. A “cone of uncertainty” does not determine whether to cut quality, similar to the “Iron Triangle” of project management, as quality is not a variable that can be traded off in Scrum, but a non-negotiable aspect of the Definition of Done and the value proposition of the product.

Reference:

[Professional Scrum Product Owner™ II Certification](#)

[Managing Products with Agility](#)

[Cone of Uncertainty - Wikipedia](#)

Question: 35

Which of the following statements is true about the Product Vision?

(choose the best answer)

A. It evolves as the Scrum Team learns more about customers and their needs.

B. It is the shared responsibility of the Scrum Team to develop and evolve.

C. It must be completely free from discussions about strategic technology choices.

D. All of the above.

E. None of the above.

Answer: A

Explanation:

Option A is the best answer because it reflects the agile and empirical nature of Scrum and Product Ownership. [The Product Vision is a concise and inspiring statement that describes the purpose, direction, and value proposition of the product1.](#) The Product Vision is not a fixed or static document, but rather an emergent and dynamic one that adapts to the changing environment, needs, and feedback. [The Product Owner is accountable for creating and communicating the Product Vision to the Scrum Team and the stakeholders2.](#) [The Product Owner collaborates with the Scrum Team and the stakeholders to inspect and adapt the Product Vision based on the new insights, opportunities, and learnings that arise from the changing environment34.](#) [The Product Owner also uses various techniques, such as product discovery, user research, market analysis, and experiments, to validate and refine the Product Vision5 .](#)

Option B is not the best answer because it contradicts the accountability of the Product Owner. The Product Owner is the sole person responsible for managing the Product Backlog and maximizing the value of the product and the work of the Scrum Team. [The Product Owner is also the sole person responsible for creating and communicating the Product Vision to the Scrum Team and the stakeholders2.](#) The Product Owner may seek input and feedback from the Scrum Team and the stakeholders, but the final decision and authority on the Product Vision belongs to the Product Owner. The Scrum Team and the stakeholders are not accountable for developing and evolving the Product Vision, but they are expected to understand and support it .

Option C is not the best answer because it contradicts the reality and complexity of product development. [The Product Vision is not a technical specification, but rather a strategic and business- oriented statement that guides the development of the product1.](#) The Product Vision does not prescribe how the product should be built, but rather why and what the product should achieve. However, the Product Vision is not completely detached from the technical aspects of the product, as the technology choices may have an impact on the feasibility, desirability, and viability of the product. The Product

Owner should be aware of the strategic technology choices and their implications, and discuss them with the Development Team and the stakeholders, as part of the product discovery and validation process .

Reference:

1: [Product Vision](#)

2: [Product Owner Accountabilities](#)

3: [Empiricism](#)

4: [Stakeholders & Customers](#)

5: [Product Discovery](#)

: [Product Backlog Management](#)

: [The Scrum Guide](#)

: [Scrum Team](#)

: [Product Value](#)

: [Product Feasibility](#)

: [Product Validation](#)

: [Agile Manifesto]

: [User Research]

: [Market Analysis]

: [Experiments]

Question: 36

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. It is updated as new information and insights emerge.

D. 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. Reference:

[Professional Scrum Product Owner II Assessment](#)

[Understanding and Applying the Scrum Framework](#)

[Managing Products with Agility](#)

[What is a Product Backlog?](#)

[Product Backlog Explained](#)

Question: 37

Personas can help to:

(choose the best answer)

- A. Understand the needs of a set of users.
- B. Formulate hypotheses about product value.
- C. Understand market potential.
- D. Discover key buying triggers.
- E. All of the above.

Answer: E

Explanation:

[Personas are fictional characters that represent the different user types that might use your product or service in a similar way¹. Personas can help you to²³⁴⁵:](#)

Understand the needs of a set of users by creating empathy and insight into their goals, behaviors, and pain points.

Formulate hypotheses about product value by identifying the problems and opportunities that your product can address for each user type.

Understand market potential by estimating the size and characteristics of each user segment and their willingness to pay for your product.

Discover key buying triggers by exploring the motivations, influences, and decision-making processes of each user

type.

Design and test your product features and user experience by using personas as a guide and a reference point.

Reference:

1: [Personas – A Simple Introduction](#)

2: [The Complete Guide to User Personas and How They Can Help Your Marketing Strategy \(With Examples\)](#)

3: [Personas | Usability.gov](#)

4: [The importance of personas for digital experience](#)

5: [Personas | Definition and Overview](#)

Question: 38

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. Reference: 1: Product Vision, 2: Product Strategy](#)

Question: 39

If burndown charts are used to visualize progress, what do they track?

(choose the best answer)

A. Work remaining across time.

B. Accumulated COST.

C. Accumulated business value delivered to the customer.

D. Individual worker productivity.

Answer: A

Explanation:

A burndown chart is a graphical tool that shows the amount of work remaining versus time. It is often used to track the progress of a Sprint or a release. The work remaining is usually measured in terms of effort, such as hours or story

points, and it is plotted on the vertical axis. The time is measured in terms of days or weeks, and it is plotted on the horizontal axis. The burndown chart starts with the total amount of work at the beginning of the Sprint or release, and it ideally ends with zero work at the end. [The slope of the burndown chart indicates the rate of progress, or the velocity, of the Scrum Team](#)¹².

The other options are not what burndown charts track. Accumulated cost, accumulated business value, and individual worker productivity are not relevant or useful metrics for Scrum Teams, as they do not reflect the value or the quality of the product. [Scrum Teams focus on delivering potentially releasable increments of the product that meet the Definition of Done, and they use empirical feedback to inspect and adapt their work](#)¹³. Reference: 1: [Understanding and Applying the Scrum Framework](#) 2: [Burndown Chart](#) 3: [Managing Products with Agility](#)

Question: 40

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. Reference := [Scrum Guide, Understanding and Applying the Scrum Framework, Managing Products with Agility](#)

Question: 41

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 budget. Business analysts take over the role the rest of the time.
- D. 40%, or more if the stakeholders agree.
- E. Enough time to ensure that the product Increment is valuable and useful.
- F. 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.

Question: 42

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

(choose the best answer)

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

Answer: A

Explanation:

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

Question: 43

As an investor or shareholder, which of the following measures might give you insight about whether a product is delivering value?

(choose all that apply)

- A. Revenue per Employee.
- B. Market Share.
- C. The average selling price as compared to close competitors.
- D. Product profitability.
- E. The weekly velocity of the Developers.

Answer: ABCD

Explanation:

A, B, C, and D are correct because they are all measures of the value that a product delivers to the customers and the organization¹. Revenue per Employee indicates the efficiency and productivity of the product development². Market Share shows the competitive advantage and customer satisfaction of the product³. The average selling price as compared to close competitors reflects the perceived value and quality of the product⁴. Product profitability measures the financial return and viability of the product⁵. E is incorrect because the weekly velocity of the Developers is not a measure of value, but a measure of output and capacity. Velocity does not indicate whether the product is meeting the needs and expectations of the customers and the stakeholders.

Question: 44

The timebox for the Sprint Review is:

(choose the best answer)

- A. Any length of time needed.
- B. At the end of every Sprint.
- C. 15 minutes.
- D. 4 hours for a 4-week Sprint. Usually shorter for shorter Sprints.

Answer: D

Explanation:

D is correct because the timebox for the Sprint Review is four hours or less for a one-month Sprint, and usually shorter for shorter Sprints¹. The Sprint Review is an event where the Scrum Team and the stakeholders inspect the outcome of the Sprint and collaborate on what to do next¹. A is incorrect because the Sprint Review is not an open-ended event, but a timeboxed one that respects the attendees' time and ensures productivity². B is incorrect because the Sprint Review is not a point in time, but a timeboxed event that has a specific purpose and agenda¹. C is incorrect because the Sprint Review is not the same as the Daily Scrum, which is a 15-minute event for the Developers to synchronize their work¹.

Question: 45

A Sprint forecast is:

(choose the best answer)

- A. A commitment the Developers makes to deliver a particular set of Product Backlog items.
- B. Useful for the stakeholders to know what will be included in future releases.
- C. The amount of work the Developers believe they can complete in that Sprint.
- D. A useful tool for management to understand team performance and capacity.

Answer: C

Explanation:

A sprint forecast is an estimate of what can be achieved in an upcoming Sprint. During Sprint planning, the team reviews the Product Backlog and selects stories that can be completed in the next Sprint based on the team's velocity and capacity. The forecast is a pragmatic commitment to a realistic amount of work¹. The forecast helps the team plan their tasks, prioritize their goals, and set realistic expectations for what they can accomplish during the Sprint. It also helps them to identify any potential risks or issues that could arise during the course of the Sprint². The forecast is not a

[guarantee or a promise, but rather a best guess based on the current information and assumptions](#)³. [The forecast can be updated during the Sprint as new information emerges or as the team learns from their work](#)⁴. The forecast is a useful tool for the Product Owner to communicate with the stakeholders about the progress and the value delivered by the team.

Question: 46

What are the accountabilities of a Tester on a Scrum Team?

(choose the best two answers)

- A. Finding bugs to assure quality.
- B. Creating code coverage reports for the test manager.
- C. Checking the work of the Developers.
- D. There is no specific tester role.
- E. Everyone on the Scrum Team is accountable for the quality of the product.

Answer: DE

Explanation:

According to the Scrum Guide, the Scrum Team consists of one Scrum Master, one Product Owner, and Developers. There is no distinction between different types of Developers, such as testers, programmers, designers, etc. The Developers are the people who deliver a potentially releasable Increment of “Done” product at the end of each Sprint. [They are accountable for creating and adhering to the Definition of Done, ensuring technical excellence and good design, and collaborating with the Product Owner to maximize value](#)¹. Therefore, everyone on the Scrum Team is responsible for ensuring the quality of the product, and there is no specific tester role. However, this does not mean that testing skills are not needed or valued. [On the contrary, testing is an essential activity that supports the team and critiques the product throughout the development process](#)². [A professional tester can contribute to the Scrum Team by coaching the team on testing techniques, tools, and practices, helping the team to define clear and unambiguous acceptance criteria, challenging the team to consider different scenarios and edge cases, creating and executing test plans, and providing feedback on the product’s usability, performance, security, and other aspects](#)³. A professional tester can also collaborate with the Product Owner to ensure that the product meets the expectations and needs of the stakeholders and users.

Question: 47

You have more ideas for new products than you have money to invest. What should you do?

(choose the best answer)

- A. Fund small experiments to test the proposed ideas and assumptions, then evaluate results.
- B. Rank proposals by market potential (Unrealized Value) and fully fund as many as you can.
- C. Invest in the proposals that have the highest projected Current Value for the next year.
- D. Invest in all of them, but at proportionally lowered amounts, and see how they all perform.

Answer: A

Explanation:

[According to the Professional Scrum Product Owner™ II guide, one of the key competencies of a Product Owner is to validate product assumptions and hypotheses using empirical evidence¹. This means that instead of investing a lot of money and time into building a product based on unproven ideas, the Product Owner should conduct small experiments to test the viability, desirability, and feasibility of the product². These experiments can take various forms, such as prototypes, mockups, surveys, interviews, landing pages, etc. The goal is to gather feedback from real or potential users and customers, and measure the outcomes against predefined success criteria³. Based on the results of the experiments, the Product Owner can then decide whether to persevere, pivot, or terminate the product idea⁴. This approach helps to reduce the risk of wasting resources on products that nobody wants or needs, and to focus on the most valuable and promising ideas.](#)

Question: 48

Organizations should reduce their investment in a product when the product's:

(choose the best answer)

- A. Unrealized Value is very small.
- B. Current Value is very low.
- C. Current Value is very high.
- D. Unrealized Value is very large.

E. None of the above.

Answer: A

Explanation:

[Unrealized Value is the value that could be realized by meeting all potential needs of the customer or user¹. It represents the opportunity for growth and innovation. When the Unrealized Value of a product is very small, it means that the product has reached a saturation point in the market, and there is little room for improvement or differentiation. Investing more in such a product would not yield much return, and might even cannibalize the Current Value of the](#)

[product, which is the value delivered to the customer or user today¹. Therefore, organizations should reduce their investment in a product when its Unrealized Value is very small, and focus on other products or opportunities that have higher Unrealized Value](#)

Question: 49

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 Sprint¹. 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 achieved². 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 overhead³. 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 Sprint⁴.](#)

Question: 50

Which phrase best describes a Product Owner?

(choose the best answer)

- A. Go-between for the Developers and customers.
- B. Requirements engineer.
- C. Team manager.

D. Value maximizer.

Answer: D

Explanation:

According to the Scrum Guide, the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team¹. This means that the Product Owner is responsible for defining, prioritizing, and delivering the features and functionalities that create the most value for the customers, users, and stakeholders of the product². The Product Owner does this by managing the Product Backlog, collaborating with the Developers and the Scrum Master, validating the product assumptions and hypotheses, and measuring the outcomes and impacts of the product³. The Product Owner is not just a go-between, a requirements engineer, a team manager, or any other traditional role, but rather a value maximizer who drives the product vision and strategy, and ensures that the product delivers the desired benefits and solves the real problems⁴

Question: 51

Which of the following might the Scrum Team discuss during a Sprint Retrospective?

(choose the best answer)

- A. Methods of communication.
- B. The way the Scrum Team does Sprint Planning.
- C. Skills needed to improve the Scrum Team's ability to deliver.
- D. Its Definition of Done.
- E. All of the above.

Answer: E

Explanation:

According to the Scrum Guide, the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done¹. Therefore, all of the options A, B, C, and D are possible topics that the Scrum Team might discuss during a Sprint Retrospective, as they relate to the aspects that the team can improve or adapt. For example, the team might discuss how to communicate better, how to plan the Sprint more effectively, how to acquire new skills or knowledge, or how to update their Definition of Done²³. The Sprint Retrospective is a formal opportunity for the team to focus on inspection and adaptation, and to identify the most helpful changes to implement in the next Sprint¹.

Question: 52

Who is accountable for creating a valuable, useful Increment every Sprint?

(choose the best answer)

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

Answer: A

Explanation:

According to the Scrum Guide, the Scrum Team consists of one Scrum Master, one Product Owner, and Developers. [The entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint¹. The Increment is a concrete step toward achieving the Product Goal, and it must meet the Definition of Done and be usable by the stakeholders¹. The Product Owner is accountable for maximizing the value of the product and the work of the Developers¹. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, helping everyone understand Scrum theory and practice, and removing impediments to the Scrum Team's progress¹. The Developers are accountable for creating any aspect of a usable Increment each Sprint¹. All three roles must collaborate and coordinate their efforts to deliver the best possible product².](#)

Question: 53

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

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

Answer: AB

Explanation:

Verified Answer: A, B

Explanation:

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

Question: 54

Your product's nearest competitor has lower market share, but has higher customer satisfaction, though they lack some key features of your product. You are losing market share to them as customers discover them. They release 3 times faster than you, which is helping them to win customers. What should you do first in response?

(choose the best answer)

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

Answer: C

Explanation:

Verified Answer: C

Explanation:

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

Question: 55

If a Product Owner finds themselves with more work to do than they can give attention to, what strategy can help

them achieve the things that need to be done?

(choose the best answer)

- A. Break the product into components, each with their own Product Owner, and create a "Chief Product Owner" role who is responsible for the integrated product.
- B. Split the Product Owner role into "Business Product Owner" and "Technical Product Owner" roles to spread the work.
- C. Delegate tasks like detailing Product Backlog items, interviewing users, and analyzing data to Developers.
- D. All of the above.
- E. None of the above.

Answer: C

Explanation:

The Scrum framework encourages the delegation of tasks to promote team ownership and efficiency. [Delegating tasks like detailing Product Backlog items, interviewing users, and analyzing data to Developers allows the Product Owner to focus on value maximization and leverage the skills of the Developers¹²](#). This approach aligns with the Scrum principle of self-organization and empowerment of the Development Team.

Question: 56

You are a Product Owner for a product with a rapidly declining customer base.

Despite data that indicates the decline is due to a shrinking market, rather than a lack of new features, an influential stakeholder insists on adding more features to attract new customers. The influential stakeholder also says that if you do not add new features you risk losing your most profitable customer.

Which two of the following actions might you take?

(choose the best two answers)

- A. Collaborate with the stakeholder to run a small experiment to validate their opinion.
- B. Collaborate with other stakeholders and use a voting system to decide which options should be considered.
- C. Acknowledge the views of the influential stakeholder but decline to add more features to the product.
- D. Agree with the stakeholder and add features to the Product Backlog as it might increase your customer base.

Answer: AC

Explanation:

Question: 57

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 12 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.](#)

Question: 58

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](#)

Question: 59

When many Scrum Teams are working on the same product, should all of their Increments be combined every Sprint?

(choose the best answer)

- A. No, each Scrum Team stands alone.
- B. Yes, otherwise the Product Owner and stakeholders are unable to accurately inspect the Increment.
- C. Yes, but only for Scrum Teams whose work has dependencies.
- D. No, that is far too hard and must be done in a hardening Sprint.

Answer: B

Explanation:

When multiple Scrum Teams are working on the same product, it is essential that all of their Increments be combined every Sprint. [This ensures that the Product Owner and stakeholders can accurately inspect the Increment, which is a fundamental aspect of transparency and empiricism in Scrum](#). Combining Increments allows for a clear understanding of the current state of the product, which is crucial for effective inspection and adaptation.

Question: 60

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. Look for a new Scrum Master and re-start the Sprint.
- E. 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](#)

Question: 61

The primary accountability of a Product Owner is:

(choose the best answer)

- A. Managing the Product Backlog.
- B. Maximizing the value of the work that the Scrum Team delivers.
- C. Writing User Stories that the Scrum Team can fully understand.
- D. Interfacing between the Developers and the customers.

Answer: B

Explanation:

The primary accountability of a Product Owner within the Scrum framework is to maximize the value of the work that the Scrum Team delivers. [This involves managing the Product Backlog, but the overarching responsibility is ensuring that the team's efforts translate into value](#)

Question: 62

You work as a Product Owner for a small company and your Scrum Team employee retention rate has been falling. Data from exit interviews suggests that the Developers are:

- . Frustrated by interruptions and low-value meetings.
- . Feel that their work is not "meaningful."

You need to address this quickly, since the cost to train new Developers is very high in a small organization like **YOURS**.

To increase the likelihood of improving the retention rate, what additional measurements should you consider when determining improvements?

(choose the best answer)

- A. The Innovation Rate, which is the ratio of new work to total work.
- B. The On-Product Index, the ratio of product work to total work.
- C. Employee Net Promoter Scores.
- D. All of the above.

Answer: D

Explanation:

To address the issues of interruptions, low-value meetings, and a lack of meaningful work, it is beneficial to consider a holistic approach that includes all the options provided. The Innovation Rate (A) can help understand the balance between new and routine work, the On-Product Index (B) can indicate how much work directly contributes to the product, and Employee Net Promoter Scores © can provide insights into employee satisfaction and loyalty. [Together, these measurements can offer a comprehensive view of areas for improvement](#)

Question: 63

What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the next Sprint's Sprint Planning?

(choose the best answer)

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

Answer: D

Explanation:

Question: 64

Which of the following might be considered when ordering Product Backlog items?

(choose all that apply)

- A. Dependencies to other products.
- B. Value of Product Backlog items.
- C. Dependencies between Product Backlog items.
- D. Cost of delay.
- E. Cost of implementation.

Answer: ABCDE

Explanation:

According to the PSPO II guide and Scrum.org competencies, when ordering Product Backlog items, a Product Owner should consider various factors to maximize the value of the work done by the Scrum Team. These factors include:

- A. Dependencies to other products: Recognizing dependencies to other products is crucial for the Product Owner to ensure that the Scrum Team is working on items that can be completed and deliver value without being blocked by external dependencies.
- B. Value of Product Backlog items: The primary role of a Product Owner is to maximize the value delivered by the Scrum Team, and ordering items based on their value is a fundamental aspect of this responsibility.
- C. Dependencies between Product Backlog items: Understanding and managing dependencies between Product Backlog items helps in planning Sprints more effectively, ensuring that the team is working on items in a logical sequence.
- D. Cost of delay: The cost of delay is a critical economic factor that influences the ordering of Product Backlog items. Items that would result in a higher cost if delayed should be prioritized.
- E. Cost of implementation: While value maximization is the goal, the cost of implementation cannot be ignored. Balancing the cost and the expected value is essential for effective Product Backlog

management.

These considerations are in line with the Scrum.org Professional Scrum competencies, particularly under 'Managing Products with Agility', where it's emphasized that Product Owners should have a deep understanding of market value, product feasibility, and the importance of making trade-offs to maximize value.

Question: 65

Who is accountable for maintaining and communicating the Product Goal?

(choose the best answer)

- A. The Product Owner.
- B. The Developers.
- C. Executive Sponsors.
- D. Stakeholders.
- E. All of the above.

Answer: A

Explanation:

The Product Owner is accountable for maintaining and communicating the Product Goal. [This responsibility includes ensuring that the goal is visible to everyone and provides direction and purpose for the Scrum Team and its stakeholders](#)

Question: 66

The Definition of Done is used to:

(choose the best three answers)

- A. Increase transparency.
- B. Describe the purpose, objective, and timebox of each Scrum event.
- C. Create a shared understanding of when work is complete.
- D. Describe the work that must be done before the Sprint can be declared complete.
- E. Inform the Developers on how many Product Backlog items to select in a Sprint.

Answer: ACD

Explanation:

A. Increase transparency: The Definition of Done (DoD) creates transparency by providing everyone a shared understanding of what work was completed and what standards were met as part of the Increment1.

C. Create a shared understanding of when work is complete: The DoD is a shared understanding among the team members of when a product increment is ready for release2.

D. Describe the work that must be done before the Sprint can be declared complete: The DoD includes all of the characteristics and standards an Increment needs to meet in order to be released1. Once the Definition of Done is met, the Increment is Done and can be delivered1.

Question: 67

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. For example; business risk, market risk, or technology risk.
- D. Alignment with other Product Backlog items.
- E. 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.

Question: 68

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.](#)

Question: 69

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.

Question: 70

Which activities will a Product Owner likely engage in during a Sprint?

(choose the best three answers)

- A. Reorder items in the Product Backlog.
- B. Answer questions from the Developers about items in the current Sprint.
- C. Update the Sprint burndown chart.
- D. Prioritize the Developer's tasks.
- E. Gather information and opinions from stakeholders.
- F. Run the Daily Scrum.

Answer: ABE

Explanation:

[A. Reorder items in the Product Backlog: The Product Owner is responsible for ordering the Product](#)

[Backlog to maximize value](#)¹².

[B. Answer questions from the Developers about items in the current Sprint: The Product Owner is engaged throughout the sprint, answering questions on how things are supposed to function & look](#)⁴.

[E. Gather information and opinions from stakeholders: Gathering information and opinions from stakeholders is a key activity for the Product Owner, as it helps in understanding the value and ordering the Product Backlog](#)

Question: 71

Who owns the Sprint Backlog?

(choose the best answer)

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

Answer: A

Explanation:

Self-Management: The Developers have autonomy over how they achieve the Sprint Goal. The Sprint Backlog reflects their plan for turning Product Backlog items into a valuable Increment.

Accountability: The Developers are held accountable for delivering the Sprint Goal, and thus own the detailed plan within the Sprint Backlog.

Scrum Guide: The Scrum Guide explicitly states, "The Sprint Backlog is a plan by and for the Developers"

Question: 72

Which of the following are advantages of a Product Goal that is well-understood by the Scrum Team?

(choose the best three answers)

- A. A Product Goal is not mandatory in Scrum.
- B. It helps the Scrum Team keep focus and they can check any decision against it.
- C. It provides overall direction so Sprints will feel less like isolated pieces of work.
- D. It makes it easier to inspect incremental progress at the Sprint Review.
- E. It helps the Scrum Team to forecast when the entire Product Backlog will be delivered.

Answer: BCD

Explanation:

[B. It helps the Scrum Team keep focus and they can check any decision against it: A well-understood Product Goal acts as a powerful magnet that propels Scrum teams towards value delivery³⁴. It guides efforts, prioritizes activities, fosters collaboration, and ensures focus on delivering value to customers³⁴.](#)

- C. It provides overall direction so Sprints will feel less like isolated pieces of work: The Product Goal provides context to the Product Backlog². It can be thought of as the 'why' we are doing all of this work². It can be used as the elevator pitch to 'what is the Scrum Team working on?'².
- D. It makes it easier to inspect incremental progress at the Sprint Review: As each Increment is produced, the Product incrementally moves toward the Product Goal². How that value is incrementally determined is very context-specific².

Question: 73

Given only the information in the following three statements:

- Product A has a greater potential market than Product B.
- Product A has lower customer satisfaction than Product B.
- Product B produces more revenue at the present time.

Which investment strategies should you consider for these two products?

(choose the best answer)

- A. For both products, continually measure the impact of any new investments or marketing.
- B. Invest in Product A to increase its market share, customer satisfaction, and revenue.
- C. Investigate an increase in marketing for Product B to grow its market share.
- D. All of the above.

Answer: D

Explanation:

The Professional Scrum Product Owner™ II (PSPO II) emphasizes the importance of a strategic approach to product management. According to the PSPO II resources, it is essential to: Continually measure the impact of new investments or marketing efforts for both products (Option A). This aligns with the PSPO II focus on evidence-based management and making decisions based on empirical data.

Invest in Product A to increase its market share, customer satisfaction, and revenue (Option B). The PSPO II materials suggest that a product with a greater potential market but lower customer satisfaction requires attention to improve its standing and capitalize on its market potential.

Investigate an increase in marketing for Product B to grow its market share (Option C). Even though Product B is currently generating more revenue, the PSPO II guides recommend exploring opportunities to expand its market share, which could lead to even greater revenue.

Therefore, a comprehensive investment strategy that includes all the above actions is recommended for managing products with agility, as per the PSPO II guidelines. This approach ensures that both products are given the opportunity to maximize their market potential while maintaining a focus on customer satisfaction and revenue growth. It's a holistic strategy that considers the different strengths and opportunities of each product.

Question: 74

Choose the two measurements which provide the best indicator to the Product Owner that value is being delivered.

(choose the best two answers)

- A. Customer satisfaction.
- B. On-time release trends.
- C. Velocity.
- D. Frequency of feature use.
- E. Scope implemented.

Answer: AD

Explanation:

According to the Professional Scrum Product Owner™ II (PSPO II) guidelines, the best indicators of value delivery are those that reflect the product's impact on customers and its usage in the market.

Customer satisfaction (Option A) is a direct measure of how well the product meets customer needs and expectations.

[High customer satisfaction is a strong indicator that the product is delivering value1.](#)

Frequency of feature use (Option D) provides insights into which features are most valuable to users by showing how often they are used. [This metric helps Product Owners understand user behavior and prioritize features that deliver the most value1.](#)

On-time release trends (Option B) and velocity (Option C) are more about the process and efficiency of the development team rather than direct indicators of value to the customer. Scope implemented (Option E) measures the amount of work done but does not necessarily correlate with customer value. Therefore, options A and D are the best choices for measuring value delivery as per the PSPO II resources.

Question: 75

Why does a Scrum Team need a Sprint Goal?

(choose the best answer)

- A. A Sprint Goal ensures that all the Product Backlog items selected for the Sprint are implemented.
- B. A Sprint Goal only gives purpose to Sprint 1.
- C. The Scrum Team is more focused through a common yet specific goal.
- D. Sprint Goals are not valuable. Everything is known from the Product Backlog.

Answer: C

Explanation:

Let's break down why the correct answer is C and why the others are incorrect, referencing the Professional Scrum Product Owner™ II (PSPO II) objectives and associated competencies:

C. The Scrum Team is more focused through a common yet specific goal.

Verification: This is the correct answer and aligns perfectly with the purpose of a Sprint Goal as defined in the Scrum Guide and emphasized within the PSPO II competencies.

Explanation and Reference:

Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework - Empiricism

The Sprint Goal promotes transparency within the team about what they are trying to achieve during the Sprint.

It provides a basis for inspection during the Sprint, allowing the team to adapt their plans based on progress toward the Sprint Goal.

Professional Scrum Competency: Managing Products with Agility - Forecasting & Release Planning The Sprint Goal helps the team focus on achieving a specific, valuable outcome each Sprint.

It provides a basis for forecasting what can be achieved in the Sprint.

Professional Scrum Competency: Managing Products with Agility - Product Value

The Sprint Goal should be aligned with maximizing product value, providing a clear link between the work done in the Sprint and the overall product vision.

Scrum Guide: The Scrum Guide states, "The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Developers 1 on why it is building the Increment. 2 [...]

During Sprint Planning the Scrum Team also crafts a Sprint

Goal. The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog."

3 This clearly emphasizes that the Sprint Goal provides focus and guidance.

A. A Sprint Goal ensures that all the Product Backlog items selected for the Sprint are implemented. Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework - Empiricism

Scrum acknowledges that the plan for the Sprint (what Product Backlog items are chosen) may change as the team learns more during the Sprint.

The Sprint Goal is the commitment, and while the team strives to complete the selected Product Backlog items, the

primary focus is on achieving the Sprint Goal, even if it means adapting the plan. Scrum Guide: While the selected Product Backlog items are the initial plan, the Scrum Guide states, "The selected Product Backlog items deliver one coherent function, which can be the Sprint Goal." This implies that the focus is on the coherent function (represented by the Sprint Goal), not necessarily the completion of every single Product Backlog item.

B . A Sprint Goal only gives purpose to Sprint 1.

Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Forecasting & Release Planning Every Sprint should have a Sprint Goal, providing ongoing direction and focus for the team.

Scrum Guide: The Scrum Guide explicitly states that a Sprint Goal is crafted during Sprint Planning, implying that it's a necessary component of every Sprint, not just Sprint 1.

D . Sprint Goals are not valuable. Everything is known from the Product Backlog. Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Product Value

Sprint Goals are crucial for maximizing product value by providing focus and ensuring the team is working on the most important aspects in each Sprint.

Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework - Empiricism

The Sprint Goal provides context and purpose beyond the individual Product Backlog items. It helps the team understand the "why" behind the work.

Scrum Guide: The Scrum Guide's emphasis on the Sprint Goal throughout the Sprint lifecycle (planning, daily Scrum, review, retrospective) demonstrates its importance.

In conclusion, the Sprint Goal serves as a unifying and focusing mechanism for the Scrum Team, promoting commitment to a specific outcome within each Sprint and is, therefore, a crucial element for successful Scrum implementation, aligning perfectly with the PSPO II competencies and the Scrum Guide.

Question: 76

When is the Sprint Backlog created? (choose the best answer)

- A. During the Sprint.
- B. Prior to Sprint Planning.
- C. During Sprint Planning.
- D. At the beginning of the project.

Answer: C

Explanation:

Let's break down why the correct answer is C and why the others are incorrect, referencing the Professional Scrum Product Owner™ II (PSPO II) objectives and associated competencies: C . During Sprint Planning.

Verification: This is the correct answer.

Explanation and Reference:

Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework

- Scrum Events

Sprint Planning is the event where the Scrum Team collaboratively plans the work for the upcoming Sprint. Creating the Sprint Backlog is a key part of this event.

Professional Scrum Competency: Managing Products with Agility - Forecasting & Release Planning The Sprint Backlog represents the team's forecast of what they believe they can deliver in the Sprint to achieve the Sprint Goal. This forecasting occurs during Sprint Planning.

Scrum Guide: The Scrum Guide states, "The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of the entire Scrum Team. [...] Sprint Planning answers the following questions: What can be Done this Sprint? How will the chosen work get done?" The answer to the second question results in the creation of the Sprint Backlog.

A . During the Sprint.

Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework

- Scrum Events

While the Sprint Backlog can be updated during the Sprint as the Developers learn more, it is initially created before the Sprint starts, during Sprint Planning.

Scrum Guide: The Scrum Guide says "The Sprint Backlog is a plan by and for the Developers. It is a highly visible, real-time picture of the work that the Developers plan to accomplish during the Sprint in order to achieve the Sprint Goal. Consequently, the Sprint Backlog is updated throughout the Sprint as more is learned. It should have enough detail that they can inspect their progress in the Daily Scrum." This means that Sprint backlog is already created before sprint starts.

B . Prior to Sprint Planning.

Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework - Scrum Events

The Sprint Backlog is created during Sprint Planning through collaboration between the Developers and the Product Owner. Before Sprint Planning, the Product Owner prepares a prioritized Product Backlog, but this is not the Sprint Backlog.

Scrum Guide: The Sprint Backlog emerges from the discussion and negotiation that happens during Sprint Planning. It is not pre-defined.

D . At the beginning of the project.

Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Forecasting & Release Planning The Sprint Backlog is specific to each Sprint and is created at the beginning of each Sprint, not at the beginning of the entire project.

Scrum Guide: Scrum is iterative and incremental. Planning the work for the entire project upfront is not in line with Scrum principles. The Sprint Backlog is created anew during each Sprint Planning event.

In conclusion, the Sprint Backlog is created during Sprint Planning, where the Scrum Team collaboratively decides what work they will undertake in the upcoming Sprint and how they will accomplish it, aligning with the PSPO II competencies and the Scrum Guide.

Question: 77

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

Answer: C

Explanation:

Let's analyze each option and determine the best course of action for a Product Owner in this situation, keeping in mind the PSPO II objectives and competencies:

C. Release when you can satisfy at least a single outcome, even though not all features are implemented.

Verification: This is the correct answer.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Product Value

This option aligns with the principle of maximizing value by delivering value early and often.

It emphasizes focusing on valuable outcomes rather than just completing a list of features.

Professional Scrum Competency: Managing Products with Agility - Business Strategy

Releasing a product increment that provides value allows for faster feedback and learning, which can inform future decisions and help to align the product with the overall business strategy.

Professional Scrum Competency: Managing Products with Agility - Stakeholders & Customers

While stakeholder management is important, focusing on delivering a valuable outcome is a better way to manage expectations and build trust in the long term.

Scrum Guide: The Scrum Guide emphasizes the importance of delivering a "Done", usable, and potentially releasable product Increment every Sprint. This aligns with the concept of releasing when a valuable outcome is achieved.

Additional Explanation: By focusing on outcomes, the Product Owner can prioritize the most valuable features that contribute to that outcome. This may mean that not all stakeholder requests are met in

the initial release, but it allows for delivering value sooner and adapting based on feedback.

A . Wait until all essential features are complete before releasing the product.

Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Product Value

This approach delays the realization of value and increases the risk of building the wrong thing. Professional Scrum

Competency: Managing Products with Agility - Forecasting & Release Planning Waiting for all features delays feedback and learning, making it difficult to adapt the product to changing market conditions or user needs.

Scrum Guide: This contradicts the iterative and incremental nature of Scrum, where the goal is to deliver value frequently.

B . Pick the two most influential stakeholders and satisfy their needs, then release.

Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Product Value

Prioritizing based on influence rather than value can lead to building the wrong product.

Professional Scrum Competency: Managing Products with Agility - Stakeholders & Customers While stakeholder management is important, the Product Owner's primary responsibility is to maximize product value, not to cater to the most influential stakeholders.

Additional Explanation: This approach can damage trust with other stakeholders and create a political environment rather than a collaborative one.

D . Escalate to the steering committee to make the call.

Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Evolving the Agile Organization - Portfolio Planning

The Product Owner is empowered to make decisions about the product and should not routinely escalate prioritization decisions.

Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework - Self-Managing Teams

The Product Owner is accountable for maximizing the value of the product. Escalating to a steering committee undermines this accountability.

Additional Explanation: This approach undermines the Product Owner's authority and can lead to delays and inefficient decision-making.

In conclusion, the best approach is to release when a valuable outcome can be achieved, even if not all requested features are implemented. This aligns with the principles of iterative development, value maximization, and frequent feedback, all of which are core to Scrum and emphasized in the PSPO II competencies.

Question: 78

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

Answer: A, C, D, E

Let's analyze each option to determine the best considerations for a Product Owner when ordering the Product Backlog, referencing PSPO II competencies:

- A. Alignment with organizational strategy and goals.

Verification: This is a correct answer.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Business Strategy

The Product Backlog should reflect the overall business strategy and contribute to achieving organizational goals.

Professional Scrum Competency: Managing Products with Agility - Product Vision

The Product Vision is guided by the organizational strategy. The Product Backlog ordering should help realize that vision.

Additional Explanation: A Product Owner must ensure the product is strategically aligned, maximizing the return on investment for the organization.

- B. The techniques the Developers will use to implement the item.

Verification: This is incorrect.

Explanation and Reference:

Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework - Self-Managing Teams

The Developers are responsible for determining how they will implement Product Backlog items. The Product Owner focuses on the what and why.

Additional Explanation: The Product Owner should trust the Developers' expertise in technical implementation. While high-level technical feasibility might be a consideration, the specific techniques used are within the Developers' domain.

- C. Risk. For example; business risk, market risk, or technology risk.

Verification: This is a correct answer.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Evidence-Based Management Identifying and mitigating risks is crucial for maximizing product value. Addressing high-risk items early can prevent significant

problems later.

Professional Scrum Competency: Managing Products with Agility - Business Strategy Understanding and mitigating business and market risks is essential for strategic product development.

Additional Explanation: Addressing high-risk items early (when appropriate) allows for early learning and adaptation, reducing overall project risk.

D. Alignment with other Product Backlog items.

Verification: This is a correct answer.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Forecasting & Release Planning Considering dependencies and relationships between Product Backlog items is essential for effective release planning.

Professional Scrum Competency: Managing Products with Agility - Product Backlog Management

The Product Backlog should be ordered in a way that considers dependencies and logical groupings of items to deliver coherent functionality.

Additional Explanation: Grouping related items or addressing dependencies early can improve development efficiency and create more valuable increments.

E. Importance to users or customers.

Verification: This is a correct answer.

Explanation and Reference:

Professional Scrum Competency: Managing Products with Agility - Stakeholders & Customers Understanding and prioritizing based on user and customer needs is fundamental to delivering a valuable product.

Professional Scrum Competency: Managing Products with Agility - Product Value

Delivering value to users and customers is the ultimate goal, and the Product Backlog ordering should reflect this.

Additional Explanation: Focusing on user and customer value helps ensure that the most important features are delivered first, maximizing user satisfaction and business impact.

In conclusion, the four best considerations for ordering the Product Backlog are: alignment with organizational strategy and goals, risk, alignment with other Product Backlog items, and importance to users or customers. These factors help the Product Owner maximize product value, manage risks, and ensure the product aligns with business objectives and user needs, in accordance with the PSPO II competencies.