

# Scrum

## Exam Questions PSPO-II

Professional Scrum Product Owner™ II (PSPO II)



### NEW QUESTION 1

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<sup>1</sup>, 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.

References: 1: Professional Scrum Product Owner™ II Certification | Scrum.org

### NEW QUESTION 2

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. References := Professional Scrum Product Owner™ II Certification, Managing Products with Agility, Evidence-Based Management

### NEW QUESTION 3

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:** BCDE

#### Explanation:

Product Backlog involves the following activities<sup>12</sup>:

\* 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<sup>3</sup>.

\* 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<sup>4</sup>.

\* 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<sup>5</sup>.

\* 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. References

: 1: Product Backlog Management, 2: Managing Products with Agility, 3: Reducing Dependencies, 4: Review the Product Backlog, 5: Breaking Down Product

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

#### NEW QUESTION 4

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

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

**Answer:** AB

#### Explanation:

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

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

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

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

\* The Product Owner can spend more time with the Developers. The Product Owner can support the Developers by clarifying the Product Backlog items, providing the acceptance criteria, explaining the customer needs and the business value, and answering any questions that the Developers may have. The Product Owner can also participate in the Sprint Planning, the Daily Scrum, and the Sprint Retrospective, to share their insights, expectations, and feedback, and to collaborate with the Developers on creating and refining the Sprint Goal and the Sprint Backlog.

The other options are not the best steps to take, because they either do not address the root cause of the problem, or they may have negative consequences.

Ensuring that all Developers are top performers may not be realistic or feasible, and it may also create a culture of blame or competition, rather than collaboration and learning. Adding more people to the team may not necessarily increase the productivity or the quality of the work, and it may also introduce communication and coordination challenges, as well as additional costs and risks.

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

#### NEW QUESTION 5

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

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

**Answer:** ABCE

#### Explanation:

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

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

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

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

#### NEW QUESTION 6

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

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

**Answer:** CE

**Explanation:**

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

**NEW QUESTION 7**

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.

**NEW QUESTION 8**

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 .

References:

- \* 1: Product Vision
- \* 2: Product Owner Accountabilities
- \* 3: Empiricism
- \* : 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]

**NEW QUESTION 9**

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

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



**Answer:** BCD

**Explanation:**

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

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

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

**NEW QUESTION 10**

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

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

**Answer:** C

**Explanation:**

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

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

**NEW QUESTION 10**

You have been a Product Owner at a new company for a few weeks. It has become clear to you that many people, both inside and outside the Scrum Team, expect close involvement in the decisions that you, as a Product Owner, are accountable for.

As a result, you find that it takes too long to make decisions. Which of the following are reasonable options you could take? (choose the best three answers)

- A. Start making all the decisions without consulting the others who have expressed interest.
- B. Allow other members of the Scrum Team and stakeholders to continue making decisions they are not accountable for; documenting which decisions do not deliver the intended value.
- C. Create and share a delegation board that displays your decision-making areas and work with your Scrum Team to clarify decision making accountability and responsibility.
- D. Work with your Scrum Master to better understand what next steps you can take to move the company's understanding of product ownership up in the maturity curve towards Entrepreneur.
- E. Demonstrate, with the help of data, how long it is taking you to make decisions and the impact that the long decision-making cycle has on delivering value to the customer.

**Answer:** CDE

**Explanation:**

As a Product Owner, you are responsible for making decisions that maximize the value of the product and align with the product vision and strategy. However, you also need to collaborate with the Scrum Team and the stakeholders, and respect their input and feedback. Making decisions without consulting them or allowing them to make decisions they are not accountable for can lead to confusion, conflict, and waste. Therefore, options A and B are not reasonable.

Option C is a reasonable option because it helps you communicate your decision-making areas and delegate some decisions to the appropriate level of the organization. A delegation board is a tool that shows who has the authority to make which decisions, and how much involvement is expected from others. By creating and sharing a delegation board, you can clarify your role as a Product Owner, empower the Scrum Team and the stakeholders, and reduce the time and effort spent on decision making.

Option D is also a reasonable option because it helps you improve the company's culture and mindset towards product ownership. As a Product Owner, you need to act as an entrepreneur, who is able to innovate, experiment, and validate assumptions. However, not all organizations are ready to support this kind of product ownership, and some may have a more traditional or bureaucratic approach. Working with your Scrum Master, you can identify the gaps and barriers that prevent you from being an effective Product Owner, and take steps to overcome them. For example, you can educate and coach the organization on the benefits of agile product management, create a shared product vision and roadmap, and foster a culture of trust and transparency.

Option E is another reasonable option because it helps you demonstrate the value of your decisions and the cost of delay. As a Product Owner, you need to use data and evidence to support your decisions and measure their impact. By showing how long it is taking you to make decisions and how that affects the delivery of value to the customer, you can justify your choices and persuade others to support them. You can also use data to identify the most important and urgent decisions, and prioritize them accordingly. This way, you can avoid analysis paralysis and focus on delivering value faster and more frequently.

**NEW QUESTION 13**

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

- A. The next Sprint may be interrupted when quality issues are encountered.

- B. The project manager cannot effectively update the plan.
- C. The indication of progress on the Product Backlog is not transparent.
- D. The Scrum Team should not release the Increment.
- E. The incomplete Sprint Backlog items should be returned to the Product Backlog.

**Answer:** ACDE

**Explanation:**

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

Therefore, the following statements are true:

- A) The next Sprint may be interrupted when quality issues are encountered. This is true because the Scrum Team may have to spend time fixing the quality issues in the previous Increment before working on the new Sprint Backlog items. This may affect the Sprint Goal and the delivery of value.
- C) The indication of progress on the Product Backlog is not transparent. This is true because the Product Backlog items that were supposedly Done in the previous Sprint are actually not Done according to the Definition of Done. This means that the Product Owner cannot accurately forecast the release plan and the stakeholders cannot trust the progress reports.
- D) The Scrum Team should not release the Increment. This is true because releasing an Increment that does not meet the Definition of Done may compromise the quality, usability, and value of the product. It may also damage the reputation and trust of the Scrum Team and the organization.
- E) The incomplete Sprint Backlog items should be returned to the Product Backlog. This is true because the Sprint Backlog items that were not Done according to the Definition of Done are still part of the Product Backlog. The Product Owner should re-order them based on their value and priority and decide when to include them in the next Sprint.

The following statement is false:

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

**NEW QUESTION 14**

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