



# Scrum

## Exam Questions PSPO-II

Professional Scrum Product Owner™ II (PSPO II)

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### 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 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.

References:

- \* Professional Scrum Product Owner™ II Certification
- \* Understanding and Applying the Scrum Framework
- \* [The Scrum Guide]

### NEW QUESTION 3

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 Owner<sup>1</sup>. The Product Owner is responsible for the product and its outcome<sup>2</sup>.

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 else<sup>3</sup>. 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 users<sup>4</sup>.

A portfolio is a collection of products or projects that are aligned with a strategic goal or an organizational unit<sup>5</sup>. 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. References: 1: Scrum Guide 2:

Understanding and Applying the Scrum Framework 3: Ma Products with Agility 4: [Product Vision] 5: [Portfolio] : [Program] : [Portfolio Management] : [Program

Management]

#### NEW QUESTION 4

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 recovery<sup>123</sup>. References: 1: Managing Products with Agility 2: Understanding Applying the Scrum Framework 3: Evolving the Agile Organization

#### NEW QUESTION 5

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 organization<sup>1</sup>. Revenue per Employee indicates the efficiency and productivity of the product development<sup>2</sup>. Market Share shows the competitive advantage and customer satisfaction of the product<sup>3</sup>. The average selling price as compared to close competitors reflects the perceived value and quality of the product<sup>4</sup>. Product profitability measures the financial return and viability of the product<sup>5</sup>. 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.

#### NEW QUESTION 6

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 7

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

#### NEW QUESTION 8

Your stakeholders are very demanding and each of them has at least one feature that they say is essential for the next release. As the Product Owner, you have validated that the feature

requests are all valid requests and would likely add value to your product. What should you do? (choose the best answer)

- A. Escalate to the steering committee to make the call.

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

**Answer:** C

**Explanation:**

- \* Focus on Value: Scrum emphasizes delivering increments of value early and often. Each release should focus on a clear outcome for users, even if it doesn't encompass every desired feature.
- \* Iterative Approach: Releasing a smaller, focused increment lets you gather feedback, course-correct, and add features incrementally based on what provides the most value.
- \* Stakeholder Management: Involve stakeholders in the prioritization process, explaining the rationale behind focusing on a specific outcome to gather input and secure buy-in.

**NEW QUESTION 9**

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 guide<sup>1</sup>, 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). References: 1: Professional Scrum Product Owner™ II Certification | Scrum.org

**NEW QUESTION 10**

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

**NEW 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.

References:

- \* Professional Scrum Product Owner™ II Certification
- \* Evolving the Agile Organization
- \* Managing Products with Agility

**NEW QUESTION 14**

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 19**

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.

**NEW QUESTION 20**

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

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.

**NEW QUESTION 25**

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

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

**Answer:** B

**Explanation:**

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

\* 1: The Scrum Guide

\* 2: User Experience

\* 3: Value-Based Pricing

\* 4: 8 Techniques to Justify a Price Increase

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

**NEW QUESTION 27**

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 29**

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 Done<sup>1</sup>. 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 Done<sup>23</sup>. 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 Sprint<sup>1</sup>.

**NEW QUESTION 30**

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

#### NEW QUESTION 34

When should the Product Owner update the project plan? (choose the best answer)

- A. After the Daily Scrum to ensure an accurate daily overview of project progress.
- B. The project plan must be updated prior to the Sprint Retrospective.
- C. The Product Backlog is the plan in Scrum
- D. It is updated as new information and insights emerge.
- E. Before the Sprint Planning to know how much work will have to be done in the Sprint.

**Answer: C**

#### Explanation:

In Scrum, there is no separate artifact called a project plan. The Product Backlog is the plan for the product development, and it contains all the features, requirements, enhancements, and fixes that are needed to deliver a valuable product. The Product Backlog is not a static or fixed document, but rather an emergent and dynamic one. It is constantly updated and refined by the Product Owner and the Developers as they learn more about the product, the users, the market, and the technology. The Product Backlog is updated whenever new information and insights emerge, which can happen at any time during the product development process. Therefore, option C is the best answer.

Option A is not correct because the Daily Scrum is not a status meeting, but rather a time-boxed event for the Developers to inspect their progress towards the Sprint Goal and adapt their Sprint Backlog accordingly. The Product Owner does not need to update the Product Backlog after the Daily Scrum, unless there is a significant change in the product vision, strategy, or value proposition that affects the Product Backlog items.

Option B is not correct because the Sprint Retrospective is not a time to update the Product Backlog, but rather a time-boxed event for the Scrum Team to inspect their way of working and identify potential improvements. The Product Owner does not need to update the Product Backlog before the Sprint Retrospective, unless there is a need to communicate a change in the Product Goal or the product roadmap that affects the Product Backlog items.

Option D is not correct because the Sprint Planning is not a time to know how much work will have to be done in the Sprint, but rather a time-boxed event for the Scrum Team to collaborate on selecting and planning the Product Backlog items that will deliver the Sprint Goal. The Product Owner does not need to update the Product Backlog before the Sprint Planning, unless there is a need to reorder or clarify the Product Backlog items that are the most valuable and relevant for the upcoming Sprint. References:

- > Professional Scrum Product Owner II Assessment
- > Understanding and Applying the Scrum Framework
- > Managing Products with Agility
- > What is a Product Backlog?
- > Product Backlog Explained

#### NEW QUESTION 39

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

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

**Answer: A**

#### Explanation:

A is correct because forming products that are as independent as possible reduces the complexity and dependency of the product development, and allows each product to deliver value faster and more frequently<sup>1</sup>. Coordination among the products is still necessary to ensure alignment and consistency, but it should not be centralized or imposed by a higher authority<sup>2</sup>. B is incorrect because creating a centralized, coordinated cross-product Development Plan goes against the principles of empiricism, self-organization, and agility that Scrum promotes<sup>3</sup>. C is incorrect because appointing a Project Lead to oversee all the products undermines the accountability and autonomy of the Product Owners and the Scrum Teams<sup>4</sup>. D is incorrect because ensuring that the PMO manages the inter-product dependencies creates a layer of bureaucracy and control that hinders the collaboration and innovation of the Scrum Teams<sup>5</sup>. E is incorrect because it includes all the wrong answers.

#### NEW QUESTION 43

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 45

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 47

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