

## 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

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<sup>1</sup>, 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<sup>2</sup>. A portfolio or a program may consist of multiple products, each with its own Product Backlog<sup>3</sup>. References: 1: Professional Scrum Product Owner™ II Certification | Scrum.org 2: What is a Product Backlog? | Scrum.org 3: Product Backlog Explained [+ Examples] | Atlassian

### NEW QUESTION 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**

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

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

**Answer:** AB

**Explanation:**

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

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

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

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

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

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

**NEW QUESTION 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**

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 Ownership<sup>1</sup>.

\* 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 Increment<sup>2</sup>. This creates transparency and allows the Product Owner to understand what has been accomplished at the end of each Sprint<sup>12</sup>.

**NEW QUESTION 8**

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 9**

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**

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.

References := Scrum Guide, Managing Products with Agility, Evidence-Based Management

**NEW QUESTION 10**

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.

References:

- \* Professional Scrum Product Owner™ II Certification
- \* Managing Products with Agility
- \* Cone of Uncertainty - Wikipedia

**NEW QUESTION 13**

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
- D. For example; business risk, market risk, or technology risk.
- E. Alignment with other Product Backlog items.
- F. 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 Backlog<sup>1</sup>.
- \* B. Alignment with organizational strategy and goals: The Product Owner should consider how well an item aligns with the organization’s strategy and goals<sup>1</sup>.
- \* C. Risk: Business, market, and technology risks are important considerations when ordering the Product Backlog<sup>1</sup>.
- \* D. Alignment with other Product Backlog items: Dependencies and impact on other items in the Product Backlog should be considered<sup>1</sup>.

**NEW QUESTION 16**

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 18**

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 21**

Who is accountable for creating a plan for the Sprint and adhering to the Definition of Done? (choose the best answer)

- A. The Scrum Team.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Developers.
- E. All of the above.

**Answer:** D

**Explanation:**

According to the Scrum Guide, the Developers are the people in the Scrum Team who are committed to creating any aspect of a usable Increment each Sprint. They are accountable for creating a plan for the Sprint, the Sprint Backlog, and for adhering to the Definition of Done. The Product Owner and the Scrum Master are not accountable for these activities, but they may support the Developers as needed. The Scrum Team as a whole is accountable for delivering a valuable, useful, and potentially releasable Increment each Sprint, but the Developers have the specific accountability for planning and building it. References := Scrum Guide, Understanding and Applying the Scrum Framework, Managing Products with Agility

**NEW QUESTION 25**

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
- C. The next Sprint starts immediately after the current Sprint.
- D. Updating the project plan with the stakeholders.
- E. Refining the Product Backlog.

**Answer:** D

**NEW QUESTION 28**

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 29**

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 changes<sup>123</sup>. By improving these areas, you can better meet customer needs and compete more effectively in the market.

#### NEW QUESTION 31

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 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

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 way<sup>1</sup>. Personas can help you to<sup>2</sup>  
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

**NEW QUESTION 44**

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<sup>1</sup>. An outcome is a change in behavior, attitude, or situation that results from using the product<sup>2</sup>. 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<sup>3</sup>. 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<sup>4</sup>.

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<sup>5</sup>.

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: <sup>1</sup>: Outcome vs. Output, <sup>2</sup>: What is an Outcome?, <sup>3</sup>: The Definition of Done, <sup>4</sup>: Feature vs. Outcome, <sup>5</sup>: Defect vs. Value, : The Product Backlog

**NEW QUESTION 45**

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 customers<sup>1</sup><sup>2</sup>.

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<sup>3</sup><sup>4</sup>.

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<sup>5</sup>.

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 .

1: Product Backlog Management

2: Stakeholders & Customers

3: Product Value

4: Evidence-Based Management

5: Product Vision

: Forecasting & Release Planning

: [Business Strategy](https://www

**NEW QUESTION 49**

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

**NEW QUESTION 52**

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.

Professional Scrum Product Owner II Certification Managing Products with Agility Evidence-Based Management

**NEW QUESTION 55**

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 56**

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