

Scrum.PSPO-II.v2026-05-15.q39

Exam Code:	PSPO-II
Exam Name:	Professional Scrum Product Owner II
Certification Provider:	Scrum
Free Question Number:	39
Version:	v2026-05-15
# of views:	102
# of Questions views:	391
https://www.freecram.net/torrent/Scrum.PSPO-II.v2026-05-15.q39.html	

NEW QUESTION: 1

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: (SHOW ANSWER)

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: 2

When should the Product Owner update the project plan?

(choose the best answer)

A. After the Daily Scrum to ensure an accurate daily overview of project progress.

B. The project plan must be updated prior to the Sprint Retrospective.

C. The Product Backlog is the plan in Scrum. It is updated as new information and insights emerge.

D. Before the Sprint Planning to know how much work will have to be done in the Sprint.

Answer: (SHOW ANSWER)

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: 3

Your product's Current Value is low, and your most recent three releases have failed to improve the Current Value, but the Unrealized Value of the product is high.

- * Your product cost ratio is 85%, meaning that you have a very low capacity to deliver new features.
- * Your time-to-market is also quite long.

As a Product Owner focused on the long-term viability of your product, which strategy should you pursue?

- A.** Drop the product: since you have not been able to improve customer satisfaction, it is better to focus on some other opportunity.
- B.** Seek out and eliminate the sources of waste to improve your Product Cost Ratio and Time to Market, building a foundation for future innovation.
- C.** Focus on identifying and delivering high-value features with the limited capacity you have, trying to win customers and increase revenue.

Answer: (SHOW ANSWER)

The scenario describes a product with low Current Value and high Unrealized Value, meaning that while the product is not currently delivering significant value, there is potential for substantial improvement.

Additionally:

- * A high product cost ratio (85%) means that a large portion of revenue is being consumed by operating costs, leaving little room for new development.

* A long time-to-market suggests inefficiencies in the development and delivery process, preventing rapid iteration and improvement.

Given these conditions, the best long-term strategy is to address the underlying inefficiencies before attempting to innovate.

Analysis of Answer Choices:

* Option A: Drop the product (Incorrect)

* Abandoning the product is premature, as the Unrealized Value is high.

* High Unrealized Value indicates potential customer demand or market opportunity that has not yet been tapped.

* A Product Owner should first explore ways to unlock that value before considering discontinuation.

* Option B: Improve efficiency by eliminating waste (Correct)

* Addressing inefficiencies in product development, delivery, and cost structure is a fundamental step before attempting new innovations.

* By reducing waste, improving operational efficiency, and lowering costs, the team can free up resources to invest in new high-value features.

* Scrum and Agile emphasize continuous improvement-optimizing processes enables faster, more cost-effective feature development in the future.

* Option C: Focus on high-value features despite inefficiencies (Incorrect)

* While prioritizing high-value features is important, the lack of capacity and long time-to-market would limit the effectiveness of this strategy.

* Without first improving efficiency, the product will continue to struggle with slow delivery, high costs, and missed opportunities.

Key Scrum and Agile Principles Supporting This answer:

* Continuous Improvement: Scrum promotes regular inspection and adaptation to optimize processes and eliminate waste.

* Sustainable Development: Focusing on long-term product viability requires fixing systemic inefficiencies before pursuing new growth.

* Empirical Process Control: Decisions should be based on data; the data here suggests inefficiencies are a major blocker to success.

Conclusion:

The best approach is to first improve efficiency by eliminating waste, reducing costs, and accelerating time-to-market. Once the team has built a solid foundation, they can then focus on innovation and unlocking the Unrealized Value of the product.

NEW QUESTION: 4

As Sprint Planning progresses, the workload is getting to be greater than the Developer's capacity to meet the Sprint Goal. Which actions make the most sense to take?

(choose the best two answers)

A. Potentially remove or change selected Product Backlog items.

- B.** The Developers ensure that the Product Owner is aware, start the Sprint and monitor progress.
- C.** Cancel the Sprint.
- D.** Start the Sprint and recruit additional Developers.
- E.** Ask the Developers to work overtime for this Sprint and promise that it will not happen again.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the Developers are accountable for creating a plan for the Sprint, which includes selecting the Product Backlog items that they can deliver in the Sprint¹. If they realize that the workload is too high, they have two options: either reduce the scope or increase the capacity. Reducing the scope means removing or changing some of the Product Backlog items, in agreement with the Product Owner, so that the Sprint Goal can still be achieved². Increasing the capacity means adding more Developers to the team, but this is not recommended, as it can disrupt the team dynamics, lower the quality, and increase the communication overhead³. Therefore, the best actions to take are A and B, as they respect the self-organization and collaboration of the Scrum Team, and allow them to deliver a valuable and potentially releasable Increment at the end of the Sprint⁴.

NEW QUESTION: 5

Who determines when it is appropriate to update the Sprint Backlog during a Sprint?

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

Answer: ([SHOW ANSWER](#))

In Scrum, the Sprint Backlog is a living artifact that evolves throughout the Sprint as the team gains new insights. The responsibility of updating the Sprint Backlog lies exclusively with the Developers, as they are the ones executing the work.

Roles and Responsibilities:

- * Developers:

- * They are solely responsible for creating, managing, and updating the Sprint Backlog.
- * They continuously update it as they learn more about the work needed to achieve the Sprint Goal.
- * Any changes, additions, or deletions to the Sprint Backlog are determined by the Developers based on new information.

- * Product Owner:

- * The Product Owner is responsible for managing the Product Backlog, not the Sprint Backlog.
- * However, they collaborate with Developers if the scope of the Sprint Backlog needs renegotiation.

- * They prioritize product value but do not directly modify the Sprint Backlog.
- * Scrum Team:
 - * The term Scrum Team includes the Developers, Product Owner, and Scrum Master.
 - * While they collaborate, only the Developers make changes to the Sprint Backlog.
- * Project Manager:
 - * Scrum does not define a Project Manager role.
 - * Traditional project management responsibilities are distributed across the Scrum roles.
 - * The Developers are self-organizing, meaning they do not need external direction to update their plan.

Key Scrum Guide Principles Supporting This:

- * The Sprint Backlog is a plan by and for the Developers.
- * The Developers own and manage their work throughout the Sprint.
- * The Sprint Backlog is adapted daily to reflect progress toward the Sprint Goal.
- * No one else, including the Product Owner or Scrum Master, is allowed to modify the Sprint Backlog.

Conclusion:

Only the Developers have the authority to update the Sprint Backlog during a Sprint. This ensures that they maintain ownership of their work and adapt as necessary to successfully achieve the Sprint Goal.

NEW QUESTION: 6

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

(choose the best answer)

- A.** Enough so the Developers can create a forecast of what they can do during the Sprint.
- B.** All of the potential work. Sprint Planning is not over until 100% of the work is identified and estimated.
- C.** Just enough to understand design and architectural implications.
- D.** Just enough tasks for the Scrum Master to be confident in the Developer's understanding of the Sprint.

Answer: (SHOW ANSWER)

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

the Sprint Planning, but only enough so the Developers can create a realistic forecast of what they can do during the Sprint. References: 1: Sprint Backlog, 2: The Scrum Guide, 3: Commitment vs. Forecast

NEW QUESTION: 7

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 8

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: ([SHOW ANSWER](#))

NEW QUESTION: 9

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

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 10

- 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: ([SHOW ANSWER](#))

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.

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Evolving the Agile Organization

Managing Products with Agility

NEW QUESTION: 11

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

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

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

(choose the best four answers)

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

Answer: (SHOW ANSWER)

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. They are also accountable for effective Product Backlog management, which includes ordering the Product Backlog items to best achieve goals and missions¹. The Product Owner should consider various sources of information to make informed decisions about the product, such as customer feedback, market trends, stakeholder input, and data analysis².

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

- * Customer satisfaction: The Product Owner should measure and monitor how satisfied the customers are with the product, and how likely they are to recommend it to others.

Customer satisfaction is a key indicator of product value and quality, and it can also influence customer retention and loyalty. The Product Owner should use various methods to collect customer feedback, such as surveys, interviews, reviews, ratings, and net promoter score³.

- * Market share: The Product Owner should track and compare the product's market share with its competitors and potential customers. Market share is the percentage of the total market that is captured by the product, and it reflects the product's popularity and demand. The Product Owner should use market research, sales data, and industry reports to analyze the market share and identify opportunities and threats⁴.

- * Unmet customer needs: The Product Owner should identify and prioritize the customer needs that are not yet met by the product or its competitors. Unmet customer needs are the gaps or problems that the customers face, and that the product can solve or address. The Product Owner should use techniques such as user stories, personas, value proposition canvas, and jobs to be done to discover and validate the unmet customer needs⁵.

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

The other option, company earnings targets, is not a relevant source of information for the Product Owner, as it does not reflect the value or the demand of the product. The Product Owner should focus on delivering value to the customers and the stakeholders, rather than meeting arbitrary financial goals. The company earnings targets may also change over

time, and they may not align with the product vision or the market reality². References: 1: Scrum Guide 2: Managing Products with Agility 3: Customer Feedback 4: Market Share 5: Unmet Customer Needs : [Competitor Pricing] : [Company Earnings Targets]

NEW QUESTION: 12

Your stakeholders are very demanding and each of them has at least one feature that they say is essential for the next release. As the Product Owner, you have validated that the feature requests are all valid requests and would likely add value to your product. What should you do?

(choose the best answer)

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

Answer: ([SHOW ANSWER](#))

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

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

* Verification: This is the correct answer.

* Explanation and References:

* Professional Scrum Competency: Managing Products with Agility - Product Value

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

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

* Professional Scrum Competency: Managing Products with Agility - Business Strategy

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

* Professional Scrum Competency: Managing Products with Agility - Stakeholders and Customers

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

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

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

stakeholder requests are met in the initial release, but it allows for delivering value sooner and adapting based on feedback.

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

- * Verification: This is incorrect.

- * Explanation and References:

- * Professional Scrum Competency: Managing Products with Agility - Product Value

- * This approach delays the realization of value and increases the risk of building the wrong thing.

- * Professional Scrum Competency: Managing Products with Agility - Forecasting and Release Planning

- * Waiting for all features delays feedback and learning, making it difficult to adapt the product to changing market conditions or user needs.

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

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

- * Verification: This is incorrect.

- * Explanation and References:

- * Professional Scrum Competency: Managing Products with Agility - Product Value

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

- * Professional Scrum Competency: Managing Products with Agility - Stakeholders and Customers

- * While stakeholder management is important, the Product Owner ' s primary responsibility is to maximize product value, not to cater to the most influential stakeholders.

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

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

- * Verification: This is incorrect.

- * Explanation and References:

- * Professional Scrum Competency: Evolving the Agile Organization - Portfolio Planning

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

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

- * The Product Owner is accountable for maximizing the value of the product.

Escalating to a steering committee undermines this accountability.

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

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

NEW QUESTION: 13

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

(choose the best answer)

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

Answer: (SHOW ANSWER)

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

NEW QUESTION: 14

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 teammembers.
- B. Rapidly identify and prioritize all uncertainties.
- C. Determine whether to cut quality, similar to the "Iron Triangle" of projectmanagement.
- D. Visualize the uncertainty of the potential value that a Scrum Team delivers over time.

Answer: (SHOW ANSWER)

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.

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Managing Products with Agility

Cone of Uncertainty - Wikipedia

NEW QUESTION: 15

Every Scrum Team must have a Product Owner and Scrum Master.

(Choose the best answer)

- A.** Yes, and each Scrum Team 's performance may be affected by how much they participate during the Sprint as a Scrum Master or Product Owner.
- B.** No.
- C.** Yes, and they must be 100% dedicated to each team.

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide (2020), every Scrum Team must have a Product Owner and a Scrum Master.

These roles are essential for the team's success in delivering value.

However, Scrum does not strictly mandate that a Scrum Master or Product Owner must be 100% dedicated to a single team. Their effectiveness and participation can vary based on the context, but their involvement significantly influences the team's performance.

Analysis of Each Option:

- * Option A (Correct Answer):
- * The Scrum Team 's performance can be affected by how actively the Product Owner and Scrum Master engage with the team.
- * The Product Owner is responsible for maximizing the product's value, which requires close collaboration with stakeholders and the Development Team. If they are not actively involved, it can lead to unclear priorities and delays.

- * The Scrum Master ensures that Scrum is understood and enacted properly. A disengaged Scrum Master may result in impediments going unresolved and a lack of continuous improvement.
- * This aligns with the Scrum Guide, which states that both roles must ensure effective communication and support the team throughout the Sprint.
- * Option B (Incorrect):
- * Saying " No " implies that a Scrum Team does not necessarily require a Product Owner and Scrum Master, which contradicts the Scrum Guide.
- * The Scrum Guide (2020) clearly states that each Scrum Team consists of a Scrum Master, Product Owner, and Developers.
- * Option C (Incorrect):
- * While dedication is beneficial, the Scrum Guide does not require the Product Owner and Scrum Master to be 100% dedicated to only one team.
- * In large organizations or scaling frameworks (such as Scrum@Scale or SAFe), a Scrum Master may serve multiple teams, and a Product Owner may manage multiple related products or backlogs.
- * What matters is effectiveness, not exclusivity-as long as they fulfill their responsibilities, their time allocation is flexible.

Key Takeaways:

- * Every Scrum Team must have a Product Owner and Scrum Master (Scrum Guide, 2020).
- * Their level of participation affects the team ' s success, but they do not have to be 100% dedicated to a single team.
- * The Scrum Guide does not require exclusivity, but both roles should be involved enough to fulfill their responsibilities effectively.

References:

Scrum Guide 2020 - " The Scrum Team consists of a Scrum Master, a Product Owner, and Developers. " Scrum Roles and Responsibilities - The impact of Product Owner and Scrum Master engagement on team performance.

Scaling Scrum (Scrum@Scale, SAFe) - Product Owners and Scrum Masters can work across multiple teams, depending on the organizational structure.

NEW QUESTION: 16

Which phrase best describes a Product Owner?

(choose the best answer)

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

Answer: (SHOW ANSWER)

According to the Scrum Guide, the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team¹. This means that the Product

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

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NEW QUESTION: 17

Why does a Scrum Team need a Sprint Goal?

(choose the best answer)

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

Answer: (SHOW ANSWER)

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

- * C. The Scrum Team is more focused through a common yet specific goal.
- * Verification: This is the correct answer and aligns perfectly with the purpose of a Sprint Goal as defined in the Scrum Guide and emphasized within the PSPO II competencies.
- * Explanation and References:
- * Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework - Empiricism
- * The Sprint Goal promotes transparency within the team about what they are trying to achieve during the Sprint.
- * It provides a basis for inspection during the Sprint, allowing the team to adapt their plans based on progress toward the Sprint Goal.

- * Professional Scrum Competency: Managing Products with Agility - Forecasting and Release Planning
- * The Sprint Goal helps the team focus on achieving a specific, valuable outcome each Sprint.
- * It provides a basis for forecasting what can be achieved in the Sprint.
- * Professional Scrum Competency: Managing Products with Agility - Product Value
- * The Sprint Goal should be aligned with maximizing product value, providing a clear link between the work done in the Sprint and the overall product vision.
- * Scrum Guide: The Scrum Guide states, " The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Developers 1 on why it is building the Increment. 2 [...] During Sprint Planning the Scrum Team also crafts a Sprint Goal. The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. " 3 This clearly emphasizes that the Sprint Goal provides focus and guidance.
- * A. A Sprint Goal ensures that all the Product Backlog items selected for the Sprint are implemented.
- * Verification: This is incorrect.
- * Explanation and References:
- * Professional Scrum Competency: Understanding and Applying the Scrum Framework - Applying the Scrum Framework - Empiricism
- * Scrum acknowledges that the plan for the Sprint (what Product Backlog items are chosen) may change as the team learns more during the Sprint.
- * The Sprint Goal is the commitment, and while the team strives to complete the selected Product Backlog items, the primary focus is on achieving the Sprint Goal, even if it means adapting the plan.
- * Scrum Guide: While the selected Product Backlog items are the initial plan, the Scrum Guide states, " The selected Product Backlog items deliver one coherent function, which can be the Sprint Goal. " This implies that the focus is on the coherent function (represented by the Sprint Goal), not necessarily the completion of every single Product Backlog item.
- * B. A Sprint Goal only gives purpose to Sprint 1.
- * Verification: This is incorrect.
- * Explanation and References:
- * Professional Scrum Competency: Managing Products with Agility - Forecasting and Release Planning
- * Every Sprint should have a Sprint Goal, providing ongoing direction and focus for the team.
- * Scrum Guide: The Scrum Guide explicitly states that a Sprint Goal is crafted during Sprint Planning, implying that it ' s a necessary component of every Sprint, not just Sprint 1.
- * D. Sprint Goals are not valuable. Everything is known from the Product Backlog.
- * Verification: This is incorrect.

* Explanation and References:

* Professional Scrum Competency: Managing Products with Agility - Product Value

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

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

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

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

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

NEW QUESTION: 18

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

(choose the best answer)

A. Fund small experiments to test the proposed ideas and assumptions, then evaluate results.

B. Rank proposals by market potential (Unrealized Value) and fully fund as many as you can.

C. Invest in the proposals that have the highest projected Current Value for the next year.

D. Invest in all of them, but at proportionally lowered amounts, and see how they all perform.

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 19

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: (SHOW ANSWER)

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: 20

- 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: (SHOW ANSWER)

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.

NEW QUESTION: 21

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: ([SHOW ANSWER](#))

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

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

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

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

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

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

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: 22

What is the Product Owner responsible for during the Sprint Retrospective?

(choose the best answer)

- A.** Capturing requirements for the Product Backlog.
- B.** They do not have to be there.
- C.** Participating as a Scrum Team member.
- D.** Summarizing and reporting the discussions to the stakeholders that they represent in the Scrum Team.

Answer: ([SHOW ANSWER](#))

The Sprint Retrospective is an event for the entire Scrum Team to inspect how the last Sprint went with regard to individuals, interactions, processes, tools, and their Definition of Done, and then plan improvements for the next Sprint.

The Product Owner is part of the Scrum Team. Therefore, during the Sprint Retrospective, the Product Owner participates as a Scrum Team member.

Why C is correct:

The Scrum Guide explicitly says the Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements. Since the Product Owner is one of the three accountabilities within the Scrum Team, they are expected to participate.

Why A is incorrect:

Capturing requirements for the Product Backlog is not the purpose of the Sprint Retrospective. The Retrospective focuses on team effectiveness, collaboration, processes, tools, and improvements. Product Backlog refinement and stakeholder/value discussions happen elsewhere as needed.

Why B is incorrect:

The Product Owner is part of the Scrum Team, so they should attend the Sprint Retrospective. The event is for the whole Scrum Team, not just Developers or only the Scrum Master.

Why D is incorrect:

The Sprint Retrospective is an internal Scrum Team event focused on improvement. The Scrum Guide does not assign the Product Owner responsibility for summarizing and reporting Retrospective discussions to stakeholders. In practice, Retrospectives are often kept within the team to support openness and honest inspection.

References:

2020 Scrum Guide - Scrum Team: <https://scrumguides.org/scrum-guide.html#scrum-team>

2020 Scrum Guide - Sprint Retrospective: <https://scrumguides.org/scrum-guide.html#sprint-retrospective>

NEW QUESTION: 23

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: (SHOW ANSWER)

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: 24

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: (SHOW ANSWER)

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: 25

My job as a Product Owner should focus on the following:

(choose the best two answers)

- A.** Clearly communicating product progress and strategies to customers and stakeholders.
- B.** Writing clear, transparent User Stories.
- C.** Being with the Developers all the time, just in case they need me to clarify a requirement.
- D.** Collaborating with customers and stakeholders to identify the most important product requirements.

Answer: (SHOW ANSWER)

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. A major part of that accountability is working with stakeholders and making sure the Scrum Team is focused on the most valuable work.

Why A is correct:

A Product Owner must actively engage with stakeholders and ensure transparency around the product. While the Scrum Guide does not prescribe a specific reporting style, it clearly places the Product Owner in the role of managing value, aligning stakeholder needs, and making sure the Product Backlog reflects what is most important. Communicating product direction, priorities, and progress to customers and stakeholders is a key part of that responsibility.

Why D is correct:

This is one of the strongest descriptions of Product Owner work. The Product Owner collaborates with customers and stakeholders to understand needs, determine value, and order the Product Backlog accordingly.

The Product Owner is accountable for effective Product Backlog management, which includes developing and explicitly communicating Product Backlog items and ordering them to best achieve goals.

Why B is not the best answer:

The Scrum Guide does not require User Stories. Scrum only requires that Product Backlog items be clear enough and ordered appropriately. User Stories are a common technique, but they are not mandated by Scrum. Therefore, "writing clear, transparent User Stories" is not an official Product Owner duty as defined by Scrum.

Why C is incorrect:

The Product Owner should be available to support clarity and decision-making, but Scrum does not say the Product Owner should be with Developers all the time. Scrum promotes self-managing teams, and the Product Owner is one member of the Scrum Team, not a constant on-demand requirement clarifier sitting with Developers at all times.

References:

2020 Scrum Guide - Product Owner accountabilities: <https://scrumguides.org/scrum-guide.html#product-owner>

2020 Scrum Guide - Product Backlog management: <https://scrumguides.org/scrum-guide.html#product-backlog>

NEW QUESTION: 26

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: ([SHOW ANSWER](#))

According to the Professional Scrum Product Owner II certification guide¹, 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: 27

The most important thing a Product Owner can do is:

(choose the best answer)

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

Answer: ([SHOW ANSWER](#))

According to the Professional Scrum Product Owner II certification guide¹, the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. This means that the Product Owner is responsible for defining, ordering, and validating what the Scrum Team works on, and ensuring that the product delivers value to the customers, users, and the organization. The other options are not the most important thing a Product Owner can do, because they are either too narrow (A), too unrealistic (B), or too prescriptive. References: 1: Professional Scrum Product Owner II Certification | Scrum.org

NEW QUESTION: 28

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: ([SHOW ANSWER](#))

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: 29

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

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

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

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

(choose the best answer)

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

Answer: ([SHOW ANSWER](#))

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

NEW QUESTION: 30

- 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: ([SHOW ANSWER](#))

A good Product Vision and Strategy should have the following attributes¹²:

It describes who will use the product and what they would like to achieve. This helps to define the target market, the customer segments, and the user personas, as well as their needs, goals, and problems.

It describes how people will use the product to achieve potential outcomes. This helps to articulate the value proposition, the benefits, and the features of the product, as well as the assumptions and hypotheses that need to be validated.

It describes what value means in the context of the product, and how it can be measured. This helps to establish the objectives, the key results, and the metrics that will guide the product development and evaluation.

It is not necessary for a good Product Vision and Strategy to describe how the product compares to competitor products. This may be part of the market analysis or the competitive advantage, but it is not a core attribute of the Product Vision and Strategy.

Moreover, focusing too much on the competitors may distract from the customer needs and the product value. References: 1: Product Vision, 2: Product Strategy

NEW QUESTION: 31

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

(choose the best two answers)

- A.** Collaborate with stakeholders, user communities and other Product Owners.
- B.** Work with the Developers on Product Backlog refinement.
- C.** Attend every Daily Scrum to answer functional questions about the SprintBacklog.
- D.** Create financial reporting upon the spent hours reported by the Developers.
- E.** Update the work plan for the Developers on a daily basis.

Answer: ([SHOW ANSWER](#))

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

The other options are not typical or effective work for a Product Owner in a Sprint.

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

Professional Scrum Product Owner II Certification
Understanding and Applying the Scrum Framework
Managing Products with Agility

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NEW QUESTION: 32

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

(choose the best answer)

- A. The requirements specification document, describing the Product Backlog items, must be updated to ensure stability.
- B. The Product Backlog evolves to reflect what the product needs to be most valuable.
- C. There is no effect, the Product Backlog must stay the same until the end of the project.
- D. The Product Backlog is archived and a new Product Backlog is created to take its place

Answer: (SHOW ANSWER)

* Option B is the best answer because it reflects the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is a living artifact that represents the current understanding of what the product needs to be most valuable for the customers and the stakeholders¹. The Product Backlog is not a fixed or static document, but rather an emergent and dynamic one that adapts to the changing environment, needs, and feedback. The Product Owner is accountable for managing the Product Backlog and ensuring that it is transparent, ordered, and refined². The Product Owner collaborates with the Scrum Team and the stakeholders to inspect and adapt the Product Backlog items based on the new insights, opportunities, and learnings that arise from the changing environment^{3,4}. The Product Owner also uses various techniques, such as product vision, value proposition, user stories, experiments, and evidence-based management, to define, validate, and prioritize the Product Backlog items⁵.

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

* Option C is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is not a project plan, but rather a product roadmap that guides the development of the product. The Product Backlog does

not have a predefined end date or scope, but rather evolves and changes as the product grows and matures¹. Keeping the Product Backlog the same until the end of the project implies a plan-driven and predictive approach that does not embrace change and feedback, and that does not optimize value delivery.

* Option D is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is not a disposable artifact, but rather a cumulative and iterative one that builds on the previous work and learnings¹. The Product Backlog items are not discarded or replaced, but rather refined and updated as the product evolves and changes². Archiving the Product Backlog and creating a new one implies a disruptive and wasteful approach that does not leverage the existing knowledge and feedback, and that does not optimize value delivery.

1: Product Backlog

2: Product Backlog Management

3: Empiricism

4: Stakeholders and Customers

5: Product Vision

Product Value

Evidence-Based Management

[Agile Manifesto]

[Product Roadmap]

Product Owner Accountabilities

Sprint Review

Product Backlog Refinement

[User Stories]

[Value Proposition]

[Experiments]

NEW QUESTION: 33

A user satisfaction gap exists when there is a difference between:

(choose the best two answers)

A. The total market size.

B. The user 's desired outcome.

C. The market share of the product.

D. The user 's actual experience.

Answer: ([SHOW ANSWER](#))

A user satisfaction gap exists when there is a difference between what the user expects from a product or service and what the user actually experiences¹². The user's desired outcome is the goal or benefit that the user wants to achieve by using the product or service³. The user's actual experience is the perception and evaluation of the product or service by the user⁴. If the user's actual experience does not meet or exceed the user's

desired outcome, the user will be dissatisfied and may switch to a different product or service. References:

- * 1: Identifying and Closing the Customer Satisfaction Gap
- * 2: Find the Gaps in Your User Experience
- * 3: [Outcome-Driven Innovation]
- * 4: [User Experience]
- * : Measure Business Opportunities with Unrealized Value

NEW QUESTION: 34

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: ([SHOW ANSWER](#))

According to the PSPO II resources, a product owner should optimize the value of the product and the work of the Scrum Team¹. One way to do this is to improve the value experienced by the customer, which is the perception and evaluation of the product by the customer². A price increase can be justified if the customer perceives that the product delivers more value than the cost³. This can be achieved by enhancing the product quality, functionality, usability, or design, or by providing additional benefits or services to the customer⁴.

The other options are not effective ways to justify a price increase, as they may either reduce the value experienced by the customer, or increase the cost without increasing the value. 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: 35

What are the accountabilities of a Tester on a Scrum Team?
(choose the best two answers)

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

Answer: ([SHOW ANSWER](#))

According to the Scrum Guide, the Scrum Team consists of one Scrum Master, one Product Owner, and Developers. There is no distinction between different types of Developers, such as testers, programmers, designers, etc. The Developers are the people who deliver a potentially releasable Increment of "Done" product at the end of each Sprint. They are accountable for creating and adhering to the Definition of Done, ensuring technical excellence and good design, and collaborating with the Product Owner to maximize value¹. Therefore, everyone on the Scrum Team is responsible for ensuring the quality of the product, and there is no specific tester role. However, this does not mean that testing skills are not needed or valued. On the contrary, testing is an essential activity that supports the team and critiques the product throughout the development process². A professional tester can contribute to the Scrum Team by coaching the team on testing techniques, tools, and practices, helping the team to define clear and unambiguous acceptance criteria, challenging the team to consider different scenarios and edge cases, creating and executing test plans, and providing feedback on the product's usability, performance, security, and other aspects³. A professional tester can also collaborate with the Product Owner to ensure that the product meets the expectations and needs of the stakeholders and users.

NEW QUESTION: 36

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 (LEAVE A REPLY)

A is correct because forming products that are as independent as possible reduces the complexity and dependency of the product development, and allows each product to deliver value faster and more frequently¹. Coordination among the products is still necessary to ensure alignment and consistency, but it should not be centralized or imposed by a higher authority². B is incorrect because creating a centralized, coordinated cross-product Development Plan goes against the principles of empiricism, self-organization, and agility that Scrum promotes³. C is incorrect because appointing a Project Lead to oversee all the products undermines the accountability and autonomy of the

Product Owners and the Scrum Teams⁴. D is incorrect because ensuring that the PMO manages the inter-product dependencies creates a layer of bureaucracy and control that hinders the collaboration and innovation of the Scrum Teams⁵. E is incorrect because it includes all the wrong answers.

NEW QUESTION: 37

A Sprint forecast is:

(choose the best answer)

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

Answer: ([SHOW ANSWER](#))

A sprint forecast is an estimate of what can be achieved in an upcoming Sprint. During Sprint planning, the team reviews the Product Backlog and selects stories that can be completed in the next Sprint based on the team's velocity and capacity. The forecast is a pragmatic commitment to a realistic amount of work¹. The forecast helps the team plan their tasks, prioritize their goals, and set realistic expectations for what they can accomplish during the Sprint. It also helps them to identify any potential risks or issues that could arise during the course of the Sprint². The forecast is not a guarantee or a promise, but rather a best guess based on the current information and assumptions³. The forecast can be updated during the Sprint as new information emerges or as the team learns from their work⁴. The forecast is a useful tool for the Product Owner to communicate with the stakeholders about the progress and the value delivered by the team.

NEW QUESTION: 38

What typically happens if Product Backlog items are not sufficiently clear during Sprint Planning?

(choose the best answer)

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

Answer: ([SHOW ANSWER](#))

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: 39

When determining the ordering of an item on the Product Backlog, what are some things a Product Owner should consider?

(choose the best four answers)

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

Answer: ([SHOW ANSWER](#))

A: Importance to users or customers: The value an item brings to the customer is a key factor in ordering the Product Backlog¹.

B: Alignment with organizational strategy and goals: The Product Owner should consider how well an item aligns with the organization's strategy and goals¹.

C: Risk: Business, market, and technology risks are important considerations when ordering the Product Backlog¹.

D: Alignment with other Product Backlog items: Dependencies and impact on other items in the Product Backlog should be considered¹.

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