



Vendor: Scrum

Exam Code: PSPO-II

Exam Name: Professional Scrum Product Owner II

Version: DEMO

QUESTION 1

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

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

Answer: D

Explanation:

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

QUESTION 2

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.

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.

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.

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 .

QUESTION 3

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

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

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

Answer: CDE

Explanation:

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

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

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

Option E is another reasonable option because it helps you demonstrate the value of your decisions and the cost of delay. As a Product Owner, you need to use data and evidence to support your decisions and measure their impact. By showing how long it is taking you to make decisions and how that affects the delivery of value to the customer, you can justify your choices and persuade others to support them. You can also use data to identify the most important and

urgent decisions, and prioritize them accordingly. This way, you can avoid analysis paralysis and focus on delivering value faster and more frequently.

QUESTION 4

A user satisfaction gap exists when there is a difference between: (Choose the best two answers)

- A. The total market size.
- B. The user's desired outcome.
- C. The market share of the product.
- D. The user's actual experience.

Answer: BD

Explanation:

A user satisfaction gap exists when there is a difference between what the user expects from a product or service and what the user actually experiences. The user's desired outcome is the goal or benefit that the user wants to achieve by using the product or service. The user's actual experience is the perception and evaluation of the product or service by the user. 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.

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.

QUESTION 6

An effective Product Owner must: (Choose the best answer)

- A. Ensure that every stakeholder need is met.
- B. Be the "expert" opinion for all Product Backlog items.
- C. Ensure that the team is as productive as possible.
- D. Be the single point of contact for all stakeholders.
- E. All of the above.
- F. None of the above.

Answer: F

Explanation:

None of the options given are accurate descriptions of what an effective Product Owner must do. According to the PSPO II resources, an effective Product Owner must:

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

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

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

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

Experiment and validate assumptions using empirical evidence and data.

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

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

QUESTION 7

Sharing people with unique skills across multiple teams will likely result in which of the following conditions? (Choose the best answer)

- A. Teams may wait more often, impeding the delivery of value.
- B. Teams do not have to develop deep technical skills.
- C. Costs are lower since expensive resources are shared.
- D. More work gets done since people are better utilized.

Answer: A

Explanation:

Sharing people with unique skills across multiple teams will likely result in teams having to wait more often for those people to be available, impeding the delivery of value. This is because those people will have to context-switch between different teams, products, and domains, reducing their focus and efficiency. Moreover, sharing people with unique skills will create bottlenecks and dependencies in the delivery process, increasing the risk of delays and quality issues. Furthermore, sharing people with unique skills will discourage teams from developing deep technical skills themselves, making them less cross-functional and self-organizing.

QUESTION 8

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.

QUESTION 9

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.

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