

## Exam Questions PSPO-II

Professional Scrum Product Owner™ II (PSPO II)

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### NEW QUESTION 1

Which activities will a Product Owner likely engage in during a Sprint? (choose the best three answers)

- A. Reorder items in the Product Backlog.
- B. Answer questions from the Developers about items in the current Sprint.
- C. Update the Sprint burndown chart.
- D. Prioritize the Developer's tasks.
- E. Gather information and opinions from stakeholders.
- F. Run the Daily Scrum.

**Answer:** ABE

#### Explanation:

- \* A. Reorder items in the Product Backlog: The Product Owner is responsible for ordering the Product Backlog to maximize value<sup>12</sup>.
- \* B. Answer questions from the Developers about items in the current Sprint: The Product Owner is engaged throughout the sprint, answering questions on how things are supposed to function & look<sup>4</sup>.
- \* E. Gather information and opinions from stakeholders: Gathering information and opinions from stakeholders is a key activity for the Product Owner, as it helps in understanding the value and ordering the Product Backlog

### NEW QUESTION 2

A separate Product Backlog is needed for every: (choose the best answer)

- A. Product.
- B. Scrum Team.
- C. Portfolio.
- D. Program.
- E. All of the above.

**Answer:** A

#### Explanation:

According to the Professional Scrum Product Owner™ II certification guide<sup>1</sup>, a Product Backlog is an ordered list of what is needed to improve the product. It is the single source of work undertaken by the Scrum Team. The Product Backlog is owned by the Product Owner, who is accountable for maximizing the value of the product resulting from the work of the Scrum Team. Therefore, a separate Product Backlog is needed for every product, not for every Scrum Team, portfolio, program, or all of the above. Multiple Scrum Teams can work on the same product and share the same Product Backlog<sup>2</sup>. A portfolio or a program may consist of multiple products, each with its own Product Backlog<sup>3</sup>. References: 1: Professional Scrum Product Owner™ II Certification | Scrum.org 2: What is a Product Backlog? | Scrum.org 3: Product Backlog Explained [+ Examples] | Atlassian

### NEW QUESTION 3

Which of the following measures might help you determine whether your product is delivering value to your customer? (choose the best answer)

- A. The number of "must-do" Product Backlog items delivered in a release.
- B. The average cost of your product release.
- C. The on-schedule performance of the Scrum Team.
- D. How often your customers use your product.
- E. All of the above.
- F. None of the above.

**Answer:** D

#### Explanation:

The value of a product is not determined by how many features it has, how much it costs, or how fast it is delivered, but by how well it meets the needs and expectations of the customers and stakeholders. Therefore, the best measure of value is how often and how effectively the customers use the product to achieve their goals and solve their problems. This can be assessed by using metrics such as customer satisfaction, retention, engagement, loyalty, referrals, revenue, or any other indicators that reflect the desired outcomes and benefits of the product.

The other options are not the best measures of value, because they either focus on the output rather than the outcome, or they do not reflect the customer perspective. The number of "must-do" Product Backlog items delivered in a release may indicate the scope or the quality of the product, but not necessarily the value. The average cost of the product release may indicate the efficiency or the profitability of the product, but not necessarily the value. The on-schedule performance of the Scrum Team may indicate the predictability or the agility of the product development process, but not necessarily the value. References := Professional Scrum Product Owner™ II Certification, Managing Products with Agility, Evidence-Based Management

### NEW QUESTION 4

A Product Owner is needed for every: (choose the best answer)

- A. Product.
- B. Portfolio.
- C. Program.
- D. All of the above.

**Answer:** A

#### Explanation:

The Product Owner is the sole person accountable for managing the Product Backlog and ensuring the value of the work the Scrum Team performs. The Product Owner is one person, not a committee. The Product Owner may represent the desires of a committee in the Product Backlog, but those wanting to change a Product Backlog item's priority must address the Product Owner<sup>1</sup>. The Product Owner is responsible for the product and its outcome<sup>2</sup>.

A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a physical product, a

software product, a service, a project, or something else<sup>3</sup>. A product has a product vision, which is the overarching goal of the product, the reason for creating it, and the impact it should have on its customers and users<sup>4</sup>.

A portfolio is a collection of products or projects that are aligned with a strategic goal or an organizational unit<sup>5</sup>. A program is a group of related projects or products that are managed in a coordinated way to obtain benefits and control not available from managing them individually. A portfolio or a program may have a portfolio or program manager, who is responsible for overseeing the alignment, prioritization, and governance of the portfolio or program. However, these roles are not equivalent to the Product Owner role, as they do not have the same accountabilities and authorities as the Product Owner.

Therefore, the correct answer is that a Product Owner is needed for every product, not for every portfolio or program. References: 1: Scrum Guide 2: Understanding and Applying the Scrum Framework 3: Manage Products with Agility 4: [Product Vision] 5: [Portfolio] : [Program] : [Portfolio Management] : [Program Management]

#### NEW QUESTION 5

Why should the Product Owner care that the Developers adhere to the Definition of Done? (choose the best two answers)

- A. To influence the Total Cost of Ownership of the product.
- B. To have transparency into what has been done at the end of each Sprint.
- C. To be able to reprimand the team when they do not meet their velocity goal for the Sprint.
- D. To ensure the Developers achieve a high level of productivity over time.

**Answer:** AB

#### Explanation:

\* A. To influence the Total Cost of Ownership of the product: Adhering to the Definition of Done ensures that the product meets the required quality standards, which can influence the Total Cost of Ownership<sup>1</sup>.

\* B. To have transparency into what has been done at the end of each Sprint: The Definition of Done provides a shared understanding of what work was completed and what standards were met as part of the Increment<sup>2</sup>. This creates transparency and allows the Product Owner to understand what has been accomplished at the end of each Sprint<sup>12</sup>.

#### NEW QUESTION 6

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:** B

#### Explanation:

\* 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 stakeholders<sup>1</sup>. 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 refined<sup>2</sup>. 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<sup>34</sup>. 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 items<sup>5</sup>.

\* 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 world<sup>5</sup>. The Product Backlog items are not detailed or fixed upfront, but rather refined and clarified as they get closer to implementation<sup>2</sup>. 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 matures<sup>1</sup>. 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 learnings<sup>1</sup>. The Product Backlog items are not discarded or replaced, but rather refined and updated as the product evolves and changes<sup>2</sup>. 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.

References:

- \* 1: Product Backlog
- \* 2: Product Backlog Management
- \* 3: Empiricism
- \* 4: Stakeholders & 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 7

If burndown charts are used to visualize progress, what do they track? (choose the best answer)

- A. Work remaining across time.

- B. Accumulated cost.
- C. Accumulated business value delivered to the customer.
- D. Individual worker productivity.

**Answer:** A

**Explanation:**

A burndown chart is a graphical tool that shows the amount of work remaining versus time. It is often used to track the progress of a Sprint or a release. The work remaining is usually measured in terms of effort, such as hours or story points, and it is plotted on the vertical axis. The time is measured in terms of days or weeks, and it is plotted on the horizontal axis. The burndown chart starts with the total amount of work at the beginning of the Sprint or release, and it ideally ends with zero work at the end. The slope of the burndown chart indicates the rate of progress, or the velocity, of the Scrum Team<sup>12</sup>. The other options are not what burndown charts track. Accumulated cost, accumulated business value, and individual worker productivity are not relevant or useful metrics for Scrum Teams, as they do not reflect the value or the quality of the product. Scrum Teams focus on delivering potentially releasable increments of the product that meet the Definition of Done, and they use empirical feedback to inspect and adapt their work<sup>13</sup>. References: 1: Understanding and Applying the Scrum Framework 2: Burndown Chart 3: Products with Agility

**NEW QUESTION 8**

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:** D

**Explanation:**

According to the Professional Scrum Product Owner™ II certification guide<sup>1</sup>, the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. This means that the Product Owner 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 9**

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

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

**Answer:** D

**Explanation:**

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

References:

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

**NEW QUESTION 10**

When determining the ordering of an item on the Product Backlog, what are some things a Product Owner should consider?  
(choose the best four answers)

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

**Answer:** ABCD

**Explanation:**

- \* A. Importance to users or customers: The value an item brings to the customer is a key factor in ordering the Product Backlog<sup>1</sup>.
- \* B. Alignment with organizational strategy and goals: The Product Owner should consider how well an item aligns with the organization's strategy and goals<sup>1</sup>.
- \* C. Risk: Business, market, and technology risks are important considerations when ordering the Product Backlog<sup>1</sup>.
- \* D. Alignment with other Product Backlog items: Dependencies and impact on other items in the Product Backlog should be considered<sup>1</sup>.

**NEW QUESTION 10**

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

- A. It communicates the target future state of the product.



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

**Answer:** ABCE

**Explanation:**

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

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

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

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

**NEW QUESTION 15**

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

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 17**

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

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

**Answer:** CE

**Explanation:**

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

**NEW QUESTION 22**

What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the next Sprint's Sprint Planning? (choose the best answer)

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

**Answer:** D

**NEW QUESTION 24**

Your product's nearest competitor has lower market share, but has higher customer satisfaction, though they lack some key features of your product. You are losing market share to them as customers discover them. They release 3 times faster than you, which is helping them to win customers. What should you do first in response? (choose the best answer)

- A. Add features to your next release that you think will retain and win customers.
- B. Lower your product's price to make it more attractive to new and existing customers.
- C. Improve your time-to-market and rate of innovation to improve your responsiveness.
- D. Find new markets for your product that your competitor is not yet in.

**Answer:** C

**Explanation:**

Verified Answer: C

Very Very Short Explanation: According to the PSPO II guidelines, the focus should be on improving time-to-market and rate of innovation to enhance responsiveness ©. This aligns with the principles of agility and Scrum, which emphasize the importance of delivering value quickly and responding to market changes<sup>123</sup>. By improving these areas, you can better meet customer needs and compete more effectively in the market.

#### NEW QUESTION 29

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

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

**Answer:** B

**Explanation:**

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

\* 1: The Scrum Guide

\* 2: User Experience

\* 3: Value-Based Pricing

\* 4: 8 Techniques to Justify a Price Increase

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

#### NEW QUESTION 32

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:** A

**Explanation:**

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 Sprint<sup>1</sup>. The Increment is a concrete step toward achieving the Product Goal, and it must meet the Definition of Done and be usable by the stakeholders<sup>1</sup>. The Product Owner is accountable for maximizing the value of the product and the work of the Developers<sup>1</sup>. 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 progress<sup>1</sup>. The Developers are accountable for creating any aspect of a usable Increment each Sprint<sup>1</sup>. All three roles must collaborate and coordinate their efforts to deliver the best possible product<sup>2</sup>.

#### NEW QUESTION 35

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

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

**Answer:** BCD

**Explanation:**

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

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

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

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

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

#### NEW QUESTION 40

Which of the following might the Scrum Team discuss during a Sprint Retrospective? (choose the best answer)

- A. Methods of communication.
- B. The way the Scrum Team does Sprint Planning.
- C. Skills needed to improve the Scrum Team's ability to deliver.
- D. Its Definition of Done.
- E. All of the above.

**Answer:** E

#### Explanation:

According to the Scrum Guide, the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done<sup>1</sup>. Therefore, all of the options A, B, C, and D are possible topics that the Scrum Team might discuss during a Sprint Retrospective, as they relate to the aspects that the team can improve or adapt. For example, the team might discuss how to communicate better, how to plan the Sprint more effectively, how to acquire new skills or knowledge, or how to update their Definition of Done<sup>23</sup>. The Sprint Retrospective is a formal opportunity for the team to focus on inspection and adaptation, and to identify the most helpful changes to implement in the next Sprint<sup>1</sup>.

#### NEW QUESTION 43

The Developers inform the Product Owner during the Sprint that they are not likely to complete everything they forecasted. What would you expect a Product Owner to do?  
(choose the best answer)

- A. Reduce the scope of the Sprint, if possible, to still meet the Sprint Goal.
- B. Skip Product Backlog refinement activities.
- C. End the Sprint, since the goal cannot be achieved.
- D. Change the Sprint Goal to match what the Developers can deliver.
- E. Inform management that more resources are needed.

**Answer:** A

#### Explanation:

According to the Professional Scrum Product Owner™ II certification guide<sup>1</sup>, the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. This means that the Product Owner should collaborate with the Developers and the Scrum Master to find the best way to deliver value in the current Sprint, even if the initial forecast is not met. The Product Owner should not change or abandon the Sprint Goal, as it is a commitment made by the Scrum Team during Sprint Planning. The Product Owner should also not skip Product Backlog refinement activities, as they are essential for preparing the Product Backlog for future Sprints. The Product Owner should not end the Sprint prematurely, as it may cause more disruption and waste than delivering a potentially releasable Increment. The Product Owner should not inform management that more resources are needed, as it may imply that the Scrum Team is not self-organizing and cross-functional. The Product Owner should respect the Developers' autonomy and professionalism and support them in finding the best solution to the problem. Therefore, the best answer is to reduce the scope of the Sprint, if possible, to still meet the Sprint Goal. This means that the Product Owner and the Developers should negotiate the scope of the Sprint Backlog within the Sprint, removing or adding Product Backlog items that are aligned with the Sprint Goal and the value delivery. References: 1: Profession Scrum Product Owner™ II Certification | Scrum.org

#### NEW QUESTION 46

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

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

**Answer:** A

#### Explanation:

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

#### NEW QUESTION 47

The smallest product Increment that is valuable enough to release is one that:  
(choose the best answer)

- A. Delivers a single new or improved outcome.
- B. Adds a new feature.
- C. Fixes at least one defect.
- D. Delivers all 'must do' Product Backlog items.

**Answer:** A

#### Explanation:

The smallest product Increment that is valuable enough to release is one that delivers a single new or improved outcome for the customers or users of the



product. This is because the outcome is the ultimate measure of value, not the output or the features<sup>1</sup>. An outcome is a change in behavior, attitude, or situation that results from using the product<sup>2</sup>. An outcome can be achieved by delivering a single feature, fixing a defect, or improving an existing functionality, as long as it meets the Definition of Done and the Sprint Goal<sup>3</sup>. Therefore, the best answer is A.

The other options are not correct because:

B) Adds a new feature. This is not a sufficient condition, as a new feature may not deliver a valuable outcome if it is not aligned with the product vision, the customer needs, or the market conditions<sup>4</sup>.

C) Fixes at least one defect. This is not a necessary condition, as a defect may not affect the value of the product if it is minor, rare, or irrelevant to the customer<sup>5</sup>.

D) Delivers all "must do" Product Backlog items. This is not a realistic condition, as the Product Backlog is a dynamic and emergent artifact that changes based on feedback, learning, and discovery. There is no fixed set of "must do" items that can guarantee the delivery of value. Reference: 1: Outcome vs. Output, 2: What is an Outcome?, 3: The Definition of Done, 4: Feature vs. Outcome, 5: Defect vs. Value, : The Product Backlog

## NEW QUESTION 52

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:** BCDE

### Explanation:

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 missions<sup>1</sup>. 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 analysis<sup>2</sup>. 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 score<sup>3</sup>.

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 threats<sup>4</sup>.

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 needs<sup>5</sup>.

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 product<sup>2</sup>.

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

reality<sup>2</sup>. Reference: 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 57

What percent of the time should a Product Owner dedicate to the Scrum Team? (choose the best two answers)

- A. 100%.
- B. Enough time to avoid the waste that is created by delaying answers to the Developers.
- C. As much as the stakeholders want to budge
- D. Business analysts take over the role the rest of the time.
- E. 40%, or more if the stakeholders agree.
- F. Enough time to ensure that the product Increment is valuable and useful.
- G. Just enough time to keep the Developers from complaining.

**Answer:** BE

### Explanation:

B is correct because the Product Owner is accountable for maximizing the value of the product and the work of the Developers<sup>1</sup>, and delaying answers to the Developers can cause waste, rework, and missed opportunities<sup>2</sup>. E

is correct because the Product Owner is responsible for ensuring that the product Increment is valuable and useful for the stakeholders and customers<sup>3</sup>, and this requires close collaboration and feedback with the Scrum Team and the users<sup>4</sup>. A is incorrect because the Product Owner does not need to dedicate 100% of their time to the Scrum Team, as they also have other accountabilities such as engaging with the market, managing the product vision, and aligning with the business strategy<sup>5</sup>. C is incorrect because the Product Owner is not a proxy for the stakeholders, and they should not delegate their role to business analysts or anyone else. D is incorrect because the Product Owner does not need the approval of the stakeholders to decide how much time they spend with the Scrum Team, as they are empowered to make the best decisions for the product. F is incorrect because the Product Owner should not base their time allocation on the complaints of the Developers, but on the value and quality of the product.

## NEW QUESTION 59

You started measuring product feature usage in your last release. You are surprised to learn that a sizable percentage of the features you thought were very important are never or rarely used.

Which of the following actions could you take to further evaluate this unexpected result? (choose all that apply)

- A. Spend more time talking to users to identify the impact they seek.



- B. Disable the features that have never been used and listen for feedback.
- C. Run experiments to increase your understanding of what customers find valuable.
- D. Examine whether the rarely used features solve the intended problem.

**Answer:** ACD

**Explanation:**

Option A is correct because talking to users is one of the best ways to understand their needs, goals, and pain points. By spending more time with them, you can identify the impact they seek from your product and how your features align with that impact. This will help you validate your assumptions and learn from your customers<sup>12</sup>.

Option B is incorrect because disabling features that have never been used is a risky and potentially harmful action. It may cause frustration and confusion for the users who rely on those features, or who may want to use them in the future. It may also damage your reputation and trust with your customers. Instead of disabling features, you should seek feedback from your users and understand why they are not using them<sup>34</sup>.

Option C is correct because running experiments is a powerful way to increase your understanding of what customers find valuable. By testing different hypotheses and measuring the outcomes, you can learn from your data and evidence. You can also use experiments to validate your ideas and assumptions before investing in building features<sup>5</sup>.

Option D is correct because examining whether the rarely used features solve the intended problem is a crucial step to evaluate your product performance. You should review your product vision and goals, and assess how your features contribute to them. You should also analyze the feedback and data you have collected from your users and stakeholders, and identify any gaps or mismatches between your features and their needs .

1: Product Backlog Management

2: Stakeholders & Customers

3: Product Value

4: Evidence-Based Management

5: Product Vision

: Forecasting & Release Planning

: [Business Strategy](<https://www>

**NEW QUESTION 64**

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<sup>12</sup>. The user's desired outcome is the goal or benefit that the user wants to achieve by using the product or service<sup>3</sup>. The user's actual experience is the perception and evaluation of the product or service by the user<sup>4</sup>. 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. Reference:

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 65**

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