



Scrum

Exam Questions PSPO-II

Professional Scrum Product Owner™ II (PSPO II)

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NEW QUESTION 1

Managing a Product Backlog involves which of the following activities? (choose all that apply)

- A. Forecasting the effort of Product Backlog items.
- B. Reducing or eliminating dependencies between Product Backlog items.
- C. Reviewing the Product Backlog with stakeholders.
- D. Breaking large Product Backlog items into multiple smaller Product Backlog items.
- E. Ordering the Product Backlog.

Answer: BCDE

Explanation:

Product Backlog involves the following activities¹²:

- * Reducing or eliminating dependencies between Product Backlog items. This helps to increase the flexibility and adaptability of the Product Backlog, and enables the Developers to select the most valuable and feasible items to work on in each Sprint³.
- * Reviewing the Product Backlog with stakeholders. This helps to ensure that the Product Backlog reflects the needs and expectations of the customers and users, and that the Product Owner receives feedback and input from various perspectives⁴.
- * Breaking large Product Backlog items into multiple smaller Product Backlog items. This helps to create a more granular and transparent Product Backlog, and allows the Product Owner to prioritize and refine the items more effectively⁵.
- * Ordering the Product Backlog. This helps to communicate the relative importance and urgency of the Product Backlog items, and guides the Developers to select the most valuable items for the next Sprint.

Forecasting the effort of Product Backlog items is not an activity that is explicitly required for managing a Product Backlog. The Product Owner is mainly responsible for maximizing the value of the product, not the effort or cost of development. The effort of Product Backlog items may be estimated by the Developers, but

this is not a mandatory practice and it does not affect the ordering of the Product Backlog. References

: 1: Product Backlog Management, 2: Managing Products with Agility, 3: Reducing Dependencies, 4: Review the Product Backlog, 5: Breaking Down Product Backlog Items, : Ordering the Product Backlog, : The Product Owner, : Estimating Product Backlog Items

NEW QUESTION 2

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 recovery¹²³. References: 1: Managing Products with Agility 2: Understanding Applying the Scrum Framework 3: Evolving the Agile Organization

NEW QUESTION 3

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

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

Answer: AB

Explanation:

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

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

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

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

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

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

NEW QUESTION 4

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

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

Answer: B

Explanation:

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

NEW QUESTION 5

You are a Product Owner for a product with a rapidly declining customer base. Despite data that indicates the decline is due to a shrinking market, rather than a lack of new features, an influential stakeholder insists on adding more features to attract new customers. The influential stakeholder also says that if you do not add new features you risk losing your most profitable customer. Which two of the following actions might you take? (choose the best two answers)

- A. Collaborate with the stakeholder to run a small experiment to validate their opinion.
- B. Collaborate with other stakeholders and use a voting system to decide which options should be considered.
- C. Acknowledge the views of the influential stakeholder but decline to add more features to the product.
- D. Agree with the stakeholder and add features to the Product Backlog as it might increase your customer base.

Answer: AC

NEW QUESTION 6

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 Ownership¹.
- * 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 Increment². This creates transparency and allows the Product Owner to understand what has been accomplished at the end of each Sprint¹².

NEW QUESTION 7

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 8

A "cone of uncertainty" can be used to do what? (choose the best answer)

- A. Represent the relative level of difficulty for predicting the velocity of individual team members.
- B. Rapidly identify and prioritize all uncertainties.
- C. Determine whether to cut quality, similar to the "Iron Triangle" of project management.
- D. Visualize the uncertainty of the potential value that a Scrum Team delivers over time.

Answer: D

Explanation:

A "cone of uncertainty" is a graphical representation of the evolution of the amount of uncertainty during a project. It shows that at the beginning of a project, there is a high degree of variability and unpredictability in the estimates of the scope, cost, time, and value of the product. As the project progresses, more information and feedback are gathered, and the uncertainty decreases, reaching zero when the product is delivered and validated. A "cone of uncertainty" can be used to visualize the uncertainty of the potential value that a Scrum Team delivers over time, and to guide the empirical process of inspection and adaptation. By using a "cone of uncertainty", a Scrum Team can:

- * Align the expectations of the stakeholders and customers with the reality of the complex and dynamic environment.
- * Avoid making premature or unrealistic commitments based on inaccurate or incomplete estimates.
- * Embrace change and experimentation as opportunities to learn and deliver more value.
- * Inspect the actual value delivered and the feedback received, and adapt the product vision, strategy, and backlog accordingly.
- * Forecast the range of possible outcomes and the level of confidence for each Sprint and release.

The other options are not valid uses of a "cone of uncertainty". A "cone of uncertainty" does not represent the relative level of difficulty for predicting the velocity of individual team members, as velocity is a measure of the amount of work done by the whole Scrum Team, not by individuals. A "cone of uncertainty" does not rapidly identify and prioritize all uncertainties, as uncertainties are not always known or quantifiable, and may change over time. A "cone of uncertainty" does not determine whether to cut quality, similar to the "Iron Triangle" of project management, as quality is not a variable that can be traded off in Scrum, but a non-negotiable aspect of the Definition of Done and the value proposition of the product.

References:

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

NEW QUESTION 9

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 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.

NEW QUESTION 10

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 10

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 efficiency¹. Moreover, sharing people with unique skills will create bottlenecks and dependencies in the delivery process, increasing the risk of delays and quality issues². Furthermore, sharing people with unique skills will discourage teams from developing deep technical skills themselves, making them less cross-functional and self-organizing³. Therefore, the best answer is A.

The other options are not correct because:

* B. Teams do not have to develop deep technical skills. This is not a desirable condition, as it contradicts the Scrum value of commitment and the principle of continuous improvement. Teams should strive to develop deep technical skills to deliver high-quality products and to respond to changing requirements and technologies⁴.

* C. Costs are lower since expensive resources are shared. This is not necessarily true, as the costs of context-switching, waiting, and quality issues may outweigh the benefits of sharing resources. Moreover, this option implies a resource-oriented mindset, rather than a value-oriented mindset, which is not aligned with the Scrum framework and the Product Owner role⁵.

* D. More work gets done since people are better utilized. This is not a valid measure of success, as the amount of work done does not reflect the value delivered. Moreover, this option implies a utilization-oriented mindset, rather than an outcome-oriented mindset, which is not aligned with the Scrum framework and the Product Owner role. References: 1: Context Switching, 2: Bottlenecks and Dependencies, 3: Cross-Functional Teams, 4: Technical Excellence, 5: Resource vs. Value Orientation Utilization vs. Outcome Orientation

NEW QUESTION 13

The Definition of Done is used to: (choose the best three answers)

- A. Increase transparency.
- B. Describe the purpose, objective, and timebox of each Scrum event.
- C. Create a shared understanding of when work is complete.
- D. Describe the work that must be done before the Sprint can be declared complete.
- E. Inform the Developers on how many Product Backlog items to select in a Sprint.

Answer: ACD

Explanation:

* A. Increase transparency: The Definition of Done (DoD) creates transparency by providing everyone a shared understanding of what work was completed and what standards were met as part of the Increment¹.

* C. Create a shared understanding of when work is complete: The DoD is a shared understanding among the team members of when a product increment is ready for release².

* D. Describe the work that must be done before the Sprint can be declared complete: The DoD includes all of the characteristics and standards an Increment needs to meet in order to be released¹. Once the Definition of Done is met, the Increment is Done and can be delivered¹.

NEW QUESTION 16

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 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 19

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

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 21

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 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 25

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 Done¹. 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 Done²³. 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 Sprint¹.

NEW QUESTION 30

What is the role of the Product Owner in crafting the Sprint Goal? (choose the best answer)

- A. The Product Owner defines the scope for a Sprint and therefore also the Sprint Goal.
- B. The Product Owner must work with stakeholders to set each Sprint's Goal.
- C. The Product Owner collaborates as a member of the Scrum Team to define a Sprint Goal.
- D. The Product Owner has no role in i
- E. This is the Developers responsibility.
- F. The Product Owner should come to the Sprint Planning with a clearly defined Sprint Goal.

Answer: C

Explanation:

The Sprint Goal is a summary statement of the Sprint objective, which ideally has a cohesive theme. The Sprint Goal also gives the Scrum Team guidance and flexibility on how to achieve the objective. The Sprint Goal is crafted by the entire Scrum Team during the Sprint Planning, based on the Product Owner's proposal of the most valuable Product Backlog items and the Development Team's forecast of the work that can be done in the Sprint. The Product Owner collaborates with the team to write the Sprint Goal and defines it on the basis of the value being sought. The Product Owner does not define the scope or the solution for the Sprint, but rather the outcome and the benefit. The Product Owner also does not work with stakeholders to set the Sprint Goal, but rather represents their interests and needs. The Product Owner has a role in crafting the Sprint Goal, but not the sole responsibility for it. References:

- > Professional Scrum Product Owner II Assessment
- > Understanding and Applying the Scrum Framework
- > Managing Products with Agility
- > The Role of the Product Owner during the Sprint
- > Sprint Goal – An Essential Ingredient in Scrum Recipe

NEW QUESTION 31

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.

NEW QUESTION 36

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 experiences¹. 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. 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 41

You are the Product Owner at a small company with a single product. You have authority over pricing, promotion, and how much is invested in new features or capabilities. Your product has:

- . High Current Value - as indicated by high customer satisfaction.
- . High Unrealized Value - as indicated by low market share.

Using those two data points, what is the first action you should take to increase the business performance of the product?

(choose the best answer)

- A. Increase the number of product features to attract a greater number of customers.
- B. Release an identical product to market, but give it a new product name.
- C. Drop the price for the product to attract a greater number of customers.
- D. Improve the marketing of the product to attract a greater number of customers.

Answer: D

Explanation:

Based on the Evidence-Based Management (EBM) framework, your product has a high Current Value (CV), which means that it delivers value to the existing customers and meets their needs and expectations. However, it also has a high Unrealized Value (UV), which means that there is a large gap between the potential and actual use of the product in the market. This indicates that your product has a low awareness, reach, or appeal among the potential customers who could benefit from it.

To increase the business performance of the product, you need to reduce the UV and increase the Ability to Innovate (A2I), which is the ability to deliver future value. One way to do this is to improve the marketing of the product, which can help you to communicate the value proposition, differentiate the product from the competitors, and attract a greater number of customers. This can also provide you with more feedback and data to inform your product strategy and backlog prioritization.

The other options are not the best actions to take, because they either do not address the root cause of the high UV, or they may compromise the CV or A2I of the product. Increasing the number of product features may not necessarily increase the value or the demand for the product, and it may also increase the complexity and the cost of development. Releasing an identical product with a new name may confuse the customers and dilute the brand identity, and it may also create legal or ethical issues. Dropping the price for the product may not be a sustainable or profitable strategy, and it may also affect the perceived quality or value of the product. Reference: Professional Scrum Product Owner II Certification, Managing Products with Agility, Evidence-Based Management

NEW QUESTION 44

You are a Product Owner for a product that publishes customer usage rates by feature.

An influential stakeholder does not believe the data showing the usage rates, and insists that a particular feature is essential, despite data showing low usage rates. The stakeholder believes that measuring feature usage is a waste of time.

As Product Owner you have confirmed that the data is accurate and believe that the data is valuable to help you and your team. What should you do? (choose the best answer)

- A. Continue measuring feature usage and use it to inform your decisions, but do not publish it.
- B. Continue to measure and publish the data, to provide openness and transparency, and use it to inform your decisions.

C. Stop measuring feature usage to appease the stakeholder.

Answer: B

Explanation:

As a Product Owner, you are accountable for maximizing the value of the product and the work of the Scrum Team. To do this, you need to have a clear understanding of the product vision, the product value, and the product backlog management. Measuring feature usage is one way to gather empirical evidence of the value delivered by the product and the feedback from the customers and users. This data can help you validate or invalidate your assumptions, prioritize the product backlog items, and inspect and adapt the product strategy. Therefore, measuring feature usage is not a waste of time, but a valuable practice for agile product management.

Moreover, as a Product Owner, you are also responsible for engaging with the stakeholders and customers, and providing them with transparency and openness. This means that you should share the data and the insights you gain from it with them, and invite them to collaborate with you and the Scrum Team. This can help you build trust and alignment, and foster a culture of experimentation and learning. Therefore, you should not hide the data or stop measuring it, but rather use it as a basis for constructive dialogue and decision making.

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

NEW QUESTION 48

As a Product Owner you become aware that the quality assurance criteria, defined in the Definition of Done, were not met for the latest Increment. Which of the following statements are true? (choose the best four answers)

- A. The next Sprint may be interrupted when quality issues are encountered.
- B. The project manager cannot effectively update the plan.
- C. The indication of progress on the Product Backlog is not transparent.
- D. The Scrum Team should not release the Increment.
- E. The incomplete Sprint Backlog items should be returned to the Product Backlog.

Answer: ACDE

Explanation:

According to the Professional Scrum Product Owner II certification 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 53

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