

## Exam Questions PSPO-II

Professional Scrum Product Owner™ II (PSPO II)

<https://www.2passeasy.com/dumps/PSPO-II/>



#### NEW QUESTION 1

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 2

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 3

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

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

**Answer:** A

#### Explanation:

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

A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a physical product, a software product, a service, a project, or something else<sup>3</sup>. A product has a product vision, which is the overarching goal of the product, the reason for creating it, and the impact it should have on its customers and users<sup>4</sup>.

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

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

#### NEW QUESTION 4

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

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

**Answer:** AB

**Explanation:**

Verified Answer: A, B

Very Very Short Explanation

In the context of Scrum and the PSPO II guidelines, when there is uncertainty about customer needs or market desires, it is recommended to make smaller releases to allow for quicker feedback and adaptation (A), and to increase the focus on validating customer needs to ensure that the product development is aligned with what customers actually want (B). This approach is consistent with the principles of empiricism and agility, which emphasize the importance of transparency, inspection, and adaptation<sup>123</sup>.

**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**

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

(choose the best two answers)

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

**Answer:** AB

**Explanation:**

According to the Scrum Guide, the Developers are accountable for creating a plan for the Sprint, which includes selecting the Product Backlog items that they can deliver in the Sprint<sup>1</sup>. If they realize that the workload is too high, they have two options: either reduce the scope or increase the capacity. Reducing the scope means removing or changing some of the Product Backlog items, in agreement with the Product Owner, so that the Sprint Goal can still be achieved<sup>2</sup>. Increasing the capacity means adding more Developers to the team, but this is not recommended, as it can disrupt the team dynamics, lower the quality, and increase the communication overhead<sup>3</sup>. Therefore, the best actions to take are A and B, as they respect the self-organization and collaboration of the Scrum Team, and allow them to deliver a valuable and potentially releasable Increment at the end of the Sprint<sup>4</sup>.

**NEW QUESTION 7**

Your stakeholders are very demanding and each of them has at least one feature that they say is essential for the next release. As the Product Owner, you have validated that the feature

requests are all valid requests and would likely add value to your product. What should you do? (choose the best answer)

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

**Answer:** C

**Explanation:**

\* Focus on Value: Scrum emphasizes delivering increments of value early and often. Each release should focus on a clear outcome for users, even if it doesn't encompass every desired feature.

\* Iterative Approach: Releasing a smaller, focused increment lets you gather feedback, course-correct, and add features incrementally based on what provides the most value.

\* Stakeholder Management: Involve stakeholders in the prioritization process, explaining the rationale behind focusing on a specific outcome to gather input and secure buy-in.

**NEW QUESTION 8**

The only person who can abnormally terminate a Sprint is?

(choose the best answer)

- A. The Developers.
- B. The Scrum Master.
- C. The Product Owner.
- D. The Stakeholders.

**Answer:** C

**Explanation:**

The Scrum Guide specifies that only the Product Owner has the authority to cancel a Sprint. This is because the Product Owner is responsible for maximizing the

value of the product and may decide to cancel a Sprint if the Sprint Goal becomes obsolete or if they foresee that the current direction will not lead to a valuable outcome

#### NEW QUESTION 9

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 10

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 13

The Developers have struggled to get all of their forecasted work done during the last three Sprints. As a Product Owner what steps could you take to help the Developers improve their ability to deliver a done Increment? (choose the best two answers)

- A. Ask the Scrum Master to help the Developers learn techniques for improving their ability to forecast work.
- B. The Product Owner can spend more time with the Developers.
- C. Ensure that all Developers are top performers.
- D. Add more people to the team so they can get more done.

**Answer:** AB

#### Explanation:

= As a Product Owner, you are accountable for maximizing the value of the product and the work of the Developers. To do this, you need to collaborate with the Developers and the Scrum Master to ensure that the Product Backlog is clear, ordered, and refined, and that the Sprint Goal and the Sprint Backlog are aligned with the product vision and strategy. You also need to provide feedback and guidance to the Developers throughout the Sprint, and to inspect and adapt the product based on the Sprint Review and the stakeholders' input.

One of the challenges that the Developers may face is to forecast the amount of work that they can complete within a Sprint, and to deliver a potentially releasable Increment that meets the Definition of Done. This requires the Developers to have the skills and the tools to estimate the complexity and the effort of the Product Backlog items, to plan and manage their work effectively, and to adhere to the quality standards and the technical practices that enable them to build a valuable and usable product increment.

To help the Developers improve their ability to deliver a done Increment, the Product Owner can take the following steps:

- \* Ask the Scrum Master to help the Developers learn techniques for improving their ability to forecast work. The Scrum Master is accountable for establishing an environment where the Developers can work effectively, and for coaching the Developers on self-organizing and cross-functionality. The Scrum Master can also help the Developers to apply empirical process control, to use various estimation methods, to monitor and visualize their progress, and to inspect and adapt their plan based on the Sprint Backlog and the Sprint Burndown Chart.
- \* The Product Owner can spend more time with the Developers. The Product Owner can support the Developers by clarifying the Product Backlog items, providing the acceptance criteria, explaining the customer needs and the business value, and answering any questions that the Developers may have. The Product Owner can also participate in the Sprint Planning, the Daily Scrum, and the Sprint Retrospective, to share their insights, expectations, and feedback, and to collaborate with the Developers on creating and refining the Sprint Goal and the Sprint Backlog.

The other options are not the best steps to take, because they either do not address the root cause of the problem, or they may have negative consequences. Ensuring that all Developers are top performers may not be realistic or feasible, and it may also create a culture of blame or competition, rather than collaboration and learning. Adding more people to the team may not necessarily increase the productivity or the quality of the work, and it may also introduce communication and coordination challenges, as well as additional costs and risks.

References:=Scrum Guide, Understanding and Applying the Scrum Framework, Managing Products with Agility

#### NEW QUESTION 17

Which of the following might be considered when ordering Product Backlog items? (choose all that apply)

- A. Dependencies to other products.
- B. Value of Product Backlog items.
- C. Dependencies between Product Backlog items.
- D. Cost of delay.
- E. Cost of implementation.

**Answer:** ABCDE

#### Explanation:

According to the PSPO II guide and Scrum.org competencies, when ordering Product Backlog items, a Product Owner should consider various factors to maximize the value of the work done by the Scrum Team. These factors include:

- \* A. Dependencies to other products: Recognizing dependencies to other products is crucial for the Product Owner to ensure that the Scrum Team is working on items that can be completed and deliver value without being blocked by external dependencies.
- \* B. Value of Product Backlog items: The primary role of a Product Owner is to maximize the value delivered by the Scrum Team, and ordering items based on their value is a fundamental aspect of this responsibility.
- \* C. Dependencies between Product Backlog items: Understanding and managing dependencies between Product Backlog items helps in planning Sprints more effectively, ensuring that the team is working on items in a logical sequence.
- \* D. Cost of delay: The cost of delay is a critical economic factor that influences the ordering of Product Backlog items. Items that would result in a higher cost if delayed should be prioritized.
- \* E. Cost of implementation: While value maximization is the goal, the cost of implementation cannot be ignored. Balancing the cost and the expected value is essential for effective Product Backlog management.

These considerations are in line with the Scrum.org Professional Scrum competencies, particularly under 'Managing Products with Agility', where it's emphasized that Product Owners should have a deep understanding of market value, product feasibility, and the importance of making trade-offs to maximize value.

#### NEW QUESTION 18

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 19

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 21**

Personas can help to: (choose the best answer)

- A. Understand the needs of a set of users.
- B. Formulate hypotheses about product value.
- C. Understand market potential.
- D. Discover key buying triggers.
- E. All of the above.

**Answer:** E

**Explanation:**

Personas are fictional characters that represent the different user types that might use your product or service in a similar way<sup>1</sup>. Personas can help you to<sup>2345</sup>:  
Understand the needs of a set of users by creating empathy and insight into their goals, behaviors, and pain points.  
Formulate hypotheses about product value by identifying the problems and opportunities that your product can address for each user type.  
Understand market potential by estimating the size and characteristics of each user segment and their willingness to pay for your product.  
Discover key buying triggers by exploring the motivations, influences, and decision-making processes of each user type.  
Design and test your product features and user experience by using personas as a guide and a reference point. Reference:  
1: Personas -- A Simple Introduction  
2: The Complete Guide to User Personas and How They Can Help Your Marketing Strategy (With Examples)  
3: Personas | Usability.gov  
4: The importance of personas for digital experience  
5: Personas | Definition and Overview

**NEW QUESTION 23**

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 27**

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>23</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>24</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>25</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: <sup>1</sup>:Scrum Guide<sup>2</sup>:Managing Products with Agility<sup>3</sup>:Customer Feedback<sup>4</sup>:Market Share<sup>5</sup>:Unmet Customer Needs: [Competitor Pricing] : [Company Earnings Targets]

**NEW QUESTION 32**

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 34**

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 38**

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 43**

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

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

**Answer:** ACDE

**Explanation:**

According to the Professional Scrum Product Owner II certification guide<sup>1</sup>, the Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed and what standards were met as part of the Increment. If the Definition of Done is not met, the Increment is not Done and cannot be released.

Therefore, the following statements are true:

- A) The next Sprint may be interrupted when quality issues are encountered. This is true because the Scrum Team may have to spend time fixing the quality issues in the previous Increment before working on the new Sprint Backlog items. This may affect the Sprint Goal and the delivery of value.
- C) The indication of progress on the Product Backlog is not transparent. This is true because the Product Backlog items that were supposedly Done in the previous Sprint are actually not Done according to the Definition of Done. This means that the Product Owner cannot accurately forecast the release plan and the stakeholders cannot trust the progress reports.
- D) The Scrum Team should not release the Increment. This is true because releasing an Increment that does not meet the Definition of Done may compromise the quality, usability, and value of the product. It may also damage the reputation and trust of the Scrum Team and the organization.
- E) The incomplete Sprint Backlog items should be returned to the Product Backlog. This is true because the Sprint Backlog items that were not Done according to the Definition of Done are still part of the Product Backlog. The Product Owner should re-order them based on their value and priority and decide when to include them in the next Sprint.

The following statement is false:

- B) The project manager cannot effectively update the plan. This is false because there is no project manager role in Scrum. The Product Owner is responsible for managing the Product Backlog and the value delivery, while the Scrum Master is responsible for facilitating the Scrum process and removing impediments. The Developers are responsible for managing the Sprint Backlog and the quality of the Increment.

**NEW QUESTION 46**

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