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# Question 1

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**Question Type:** MultipleChoice

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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)

## Options:

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- 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:

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A, B

## **Explanation:**

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= 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

## Question 2

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**Question Type: MultipleChoice**

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If burndown charts are used to visualize progress, what do they track?

(choose the best answer)

**Options:**

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**A-** Work remaining across time.

**B-** Accumulated cost.

**C-** Accumulated business value delivered to the customer.

**D-** Individual worker productivity.

**Answer:**

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A

**Explanation:**

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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 Framework2:Burndown Chart3:Managing Products with Agility

## Question 3

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**Question Type: MultipleChoice**

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What are the attributes of a good Product Vision and Strategy?

(choose all that apply)

**Options:**

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- 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:**

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B, C, D

**Explanation:**

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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

## Question 4

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**Question Type: MultipleChoice**

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Personas can help to:

(choose the best answer)

## Options:

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- 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:

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E

## Explanation:

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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. References:

1: [Personas -- A Simple Introduction](#)

2: [The Complete Guide to User Personas and How They Can Help Your Marketing Strategy \(With Examples\)](#)

3: [Personas | Usability.gov](#)

4: [The importance of personas for digital experience](#)

5: [Personas | Definition and Overview](#)

## Question 5

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**Question Type:** MultipleChoice

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When should the Product Owner update the project plan?

(choose the best answer)

## Options:

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- A- After the Daily Scrum to ensure an accurate daily overview of project progress.
- B- The project plan must be updated prior to the Sprint Retrospective.
- C- The Product Backlog is the plan in Scrum. It is updated as new information and insights emerge.
- D- Before the Sprint Planning to know how much work will have to be done in the Sprint.

## Answer:

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C

## Explanation:

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In Scrum, there is no separate artifact called a project plan. The Product Backlog is the plan for the product development, and it contains all the features, requirements, enhancements, and fixes that are needed to deliver a valuable product. The Product Backlog is not a static or fixed document, but rather an emergent and dynamic one. It is constantly updated and refined by the Product Owner and the Developers as they learn more about the product, the users, the market, and the technology. The Product Backlog is updated whenever new information and insights emerge, which can happen at any time during the product development process. Therefore, option C is the best answer.

Option A is not correct because the Daily Scrum is not a status meeting, but rather a time-boxed event for the Developers to inspect their progress towards the Sprint Goal and adapt their Sprint Backlog accordingly. The Product Owner does not need to update the Product Backlog after the Daily Scrum, unless there is a significant change in the product vision, strategy, or value proposition that affects the

Product Backlog items.

Option B is not correct because the Sprint Retrospective is not a time to update the Product Backlog, but rather a time-boxed event for the Scrum Team to inspect their way of working and identify potential improvements. The Product Owner does not need to update the Product Backlog before the Sprint Retrospective, unless there is a need to communicate a change in the Product Goal or the product roadmap that affects the Product Backlog items.

Option D is not correct because the Sprint Planning is not a time to know how much work will have to be done in the Sprint, but rather a time-boxed event for the Scrum Team to collaborate on selecting and planning the Product Backlog items that will deliver the Sprint Goal. The Product Owner does not need to update the Product Backlog before the Sprint Planning, unless there is a need to reorder or clarify the Product Backlog items that are the most valuable and relevant for the upcoming Sprint. References:

[Professional Scrum Product Owner II Assessment](#)

[Understanding and Applying the Scrum Framework](#)

[Managing Products with Agility](#)

[What is a Product Backlog?](#)

[Product Backlog Explained](#)

## Question 6

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**Question Type:** MultipleChoice

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Which of the following statements is true about the Product Vision?

(choose the best answer)

**Options:**

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- A-** It evolves as the Scrum Team learns more about customers and their needs.
- B-** It is the shared responsibility of the Scrum Team to develop and evolve.
- C-** It must be completely free from discussions about strategic technology choices.
- D-** All of the above.
- E-** None of the above.

**Answer:**

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A

**Explanation:**

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Option A is the best answer because it reflects the agile and empirical nature of Scrum and Product Ownership. The Product Vision is a concise and inspiring statement that describes the purpose, direction, and value proposition of the product<sup>1</sup>. The Product Vision 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 creating and communicating the Product Vision to the Scrum Team and the stakeholders<sup>2</sup>. The

Product Owner collaborates with the Scrum Team and the stakeholders to inspect and adapt the Product Vision 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 discovery, user research, market analysis, and experiments, to validate and refine the Product Vision<sup>5</sup>.

Option B is not the best answer because it contradicts the accountability of the Product Owner. The Product Owner is the sole person responsible for managing the Product Backlog and maximizing the value of the product and the work of the Scrum Team. The Product Owner is also the sole person responsible for creating and communicating the Product Vision to the Scrum Team and the stakeholders<sup>2</sup>. The Product Owner may seek input and feedback from the Scrum Team and the stakeholders, but the final decision and authority on the Product Vision belongs to the Product Owner. The Scrum Team and the stakeholders are not accountable for developing and evolving the Product Vision, but they are expected to understand and support it .

Option C is not the best answer because it contradicts the reality and complexity of product development. The Product Vision is not a technical specification, but rather a strategic and business-oriented statement that guides the development of the product<sup>1</sup>. The Product Vision does not prescribe how the product should be built, but rather why and what the product should achieve. However, the Product Vision is not completely detached from the technical aspects of the product, as the technology choices may have an impact on the feasibility, desirability, and viability of the product. The Product Owner should be aware of the strategic technology choices and their implications, and discuss them with the Development Team and the stakeholders, as part of the product discovery and validation process .

#### References:

1:Product Vision

2:Product Owner Accountabilities

3:Empiricism

4:Stakeholders & Customers

5:Product Discovery

:Product Backlog Management

:The Scrum Guide

:Scrum Team

:Product Value

:Product Feasibility

:Product Validation

: [Agile Manifesto]

: [User Research]

: [Market Analysis]

: [Experiments]

## Question 7

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**Question Type:** MultipleChoice

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A "cone of uncertainty" can be used to do what?

(choose the best answer)

### Options:

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- 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:

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D

### Explanation:

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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](#)



## Question 8

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**Question Type:** MultipleChoice

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Product A is a big revenue producer; it has:

. High Current Value and Low Unrealized Value.

Product B is a new product with a lot of potential; it has:

. Low Current Value and High Unrealized Value.

Using those two data points and taking a long-term view, which of the options below should you pursue?

(choose the best answer)

### Options:

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**A-** Weight your investment toward Product B; since it has more potential.

**B-** Weight your investment toward Product A; you do not want to risk losing customers.

**C-** Invest equally in both products.

## **Answer:**

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A

## **Explanation:**

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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 have a clear vision of the product, understand the needs and desires of the customers and stakeholders, and prioritize the Product Backlog items based on their value and urgency. The Product Owner should also use evidence-based management to measure the value delivered by the product and make informed decisions about the product strategy and direction.

In this question, Product A has a high current value, which means that it is generating a lot of revenue and satisfying the existing customers. However, it also has a low unrealized value, which means that it has little room for improvement or innovation, and may face competition or obsolescence in the future. Product B has a low current value, which means that it is not generating much revenue or satisfying many customers. However, it also has a high unrealized value, which means that it has a lot of potential for improvement or innovation, and may capture new markets or opportunities in the future.

Taking a long-term view, the Product Owner should weight the investment toward Product B, since it has more potential to deliver value in the future. This does not mean that the Product Owner should neglect Product A, but rather balance the investment between the two products based on the expected return on investment and the risk involved. Investing equally in both products may not be optimal, as it may result in underinvesting in Product B and overinvesting in Product A. Weighting the investment toward Product A may not be wise, as it may result in missing out on the opportunities offered by Product B and losing the competitive edge in the market.

## Question 9

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**Question Type:** MultipleChoice

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Which of the following measures might help you determine whether your product is delivering value to your customer?

(choose the best answer)

**Options:**

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- 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:**

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D

**Explanation:**

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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

**Question 10**

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**Question Type: MultipleChoice**

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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)

**Options:**

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**A-** Channel sales strategy.

**B-** Customer satisfaction.

**C-** Market share.

**D-** Unmet customer needs.

**E-** Competitor pricing.

**F-** Company earnings targets.

### **Answer:**

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B, C, D, E

### **Explanation:**

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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>. References: 1: Scrum Guide 2: Managing Products with Agility 3: Customer Feedback 4: Market Share 5: Unmet Customer Needs: [Competitor Pricing] : [Company Earnings Targets]

## Question 11

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**Question Type:** MultipleChoice

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The smallest product increment that is valuable enough to release is one that:

(choose the best answer)

## Options:

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- 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:

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A

## Explanation:

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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. References: 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

## Question 12

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**Question Type: MultipleChoice**

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In order to justify the price increase of a product, your primary objective should be to:

(choose the best answer)

### Options:

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**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:**

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B

## **Explanation:**

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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



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