

Scrum

PSPO-II
Professional Scrum Product Owner II

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Question: 1

What is typical work for a Product Owner in a Sprint?
(choose the best two answers)

- A. Collaborate with stakeholders, user communities and other Product Owners.
- B. Work with the Developers on Product Backlog refinement.
- C. Attend every Daily Scrum to answer functional questions about the Sprint
- D. Create financial reporting upon the spent hours reported by the Developers.
- E. Update the work plan for the Developers on a daily basis.

Answer: A, 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 collaborate with various stakeholders, user communities and other Product Owners to understand their needs, expectations and feedback, and to align them with the product vision and strategy. You also need to work with the Developers on Product Backlog refinement, which is an ongoing activity to add detail, estimates and order to Product Backlog items. This helps the Developers to understand what is valuable and feasible to deliver in the upcoming Sprints, and to plan and execute their work accordingly. These are typical and essential work for a Product Owner in a Sprint.

The other options are not typical or effective work for a Product Owner in a Sprint. Attending every Daily Scrum is not necessary, as the Daily Scrum is an event for the Developers to inspect their progress and plan their next steps. The Product Owner can attend the Daily Scrum if invited by the Developers, but should not interfere or answer questions that are not related to the Sprint Goal or the Product Backlog. Creating financial reporting upon the spent hours reported by the Developers is not a valuable activity, as it does not reflect the outcome or the value delivered by the product. It also goes against the Scrum values of trust and respect, as it implies that the Developers are not self-managing or committed to their work. Updating the work plan for the Developers on a daily basis is also not a good practice, as it undermines the autonomy and creativity of the Developers, and reduces their ability to inspect and adapt their work based on the empirical evidence. The Product Owner should not tell the Developers how to do their work, but rather focus on what is the most valuable outcome for the product.

Professional Scrum Product Owner™ II Certification
Understanding and Applying the Scrum Framework
Managing Products with Agility

Question: 2

What might indicate to a Product Owner that they need to work more with the Scrum Team?
(choose the best answer)

- A. People frequently leave the Scrum Team.
- B. They are not working full time with the Scrum Team.
- C. The acceptance criteria for the Product Backlog items do not appear to be complete.
- D. The Increment presented at the Sprint Review does not reflect their expectations.

Answer: D

Explanation:

Option D is the best answer because it indicates that the Product Owner and the Scrum Team are not aligned on the vision, goals, and value of the product. The Product Owner is responsible for maximizing the value of the product and the work of the Scrum Team¹. To do so, the Product Owner needs to work closely with the Scrum Team, communicate the product vision, provide clear and valuable Product Backlog items, collaborate on the Sprint Goal, and inspect and adapt the product based on feedback²³. If the Increment presented at the Sprint Review does not reflect the Product Owner's expectations, it means that there is a gap between what the Product Owner wants and what the Scrum Team delivers. This gap can lead to waste, rework, dissatisfaction, and missed opportunities. The Product Owner should work more with the Scrum Team to ensure that they have a shared understanding of the product and its value proposition, and that they deliver Increments that meet the Definition of Done and the acceptance criteria⁴⁵.

Option A is not the best answer because it does not necessarily imply that the Product Owner needs to work more with the Scrum Team. People may leave the Scrum Team for various reasons, such as personal, professional, or organizational factors. While the Product Owner should care about the well-being and motivation of the Scrum Team members, and try to foster a positive and collaborative environment, the Product Owner is not accountable for the people management or the team composition¹. The Scrum Master is more likely to address the issues that cause people to leave the Scrum Team, such as impediments, conflicts, or dysfunctions.

Option B is not the best answer because it does not necessarily imply that the Product Owner needs to work more with the Scrum Team. The Product Owner is expected to spend enough time with the Scrum Team to provide them with the necessary guidance and feedback². However, the Product Owner also has other responsibilities, such as engaging with stakeholders, customers, and users, managing the Product Backlog, validating the product value, and aligning the product strategy with the business goals¹². The Product Owner does not need to work full time with the Scrum Team, as long as they are available and accessible when needed, and they empower the Scrum Team to make decisions and self-organize .

Option C is not the best answer because it does not necessarily imply that the Product Owner needs to work more with the Scrum Team. The acceptance criteria for the Product Backlog items are the conditions that must be met for the items to be considered done and valuable. The Product Owner is accountable for defining and communicating the acceptance criteria to the Scrum Team¹. However, the Product Owner can also collaborate with the Scrum Team and the stakeholders to refine and clarify the acceptance criteria, and to ensure that they are aligned with the Definition of Done and the Sprint Goal . The acceptance criteria for the Product Backlog items may not appear to be complete at the beginning of the Sprint, but they can be refined and updated throughout the Sprint, as long as they do not change the scope or the value of the

items. The Product Owner should work with the Scrum Team to ensure that the acceptance criteria are clear, testable, and valuable, but they do not need to work more with the Scrum Team just because the acceptance criteria are not complete at a certain point in time.

- 1: Product Owner Accountabilities
- 2: Product Backlog Management
- 3: Product Value
- 4: Product Vision
- 5: Sprint Review
- : Scrum Master Accountabilities
- : Stakeholders & Customers
- : Business Strategy
- : Definition of Done
- : Product Backlog Refinement
- : Sprint Planning
- : Sprint Backlog

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

Answer: A, B

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. Reference:

Professional Scrum Product Owner II Assessment

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[What is a Product Backlog?]

[Product Backlog Explained]

Question: 4

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

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

Answer: F

Explanation:

None of the options given are accurate descriptions of what an effective Product Owner must do. According to the PSPO II resources, an effective Product Owner must¹²³⁴⁵:

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

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

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

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

Experiment and validate assumptions using empirical evidence and data.

Optimize the value of the product and the work of the Scrum Team.
Continuously inspect and adapt the product and the process based on the outcomes and feedback. Reference:

- 1: The Scrum Guide
- 2: Product Owner Learning Path
- 3: Product Owner Competencies
- 4: Evidence-Based Management
- 5: Product Strategy

Question: 5

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. 1: Context Switching, 2: Bottlenecks and

Dependencies, 3: Cross-Functional Teams, 4: Technical Excellence, 5: Resource vs. Value Orientation, : Utilization vs. Outcome Orientation

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