

**Exam Code: PSPO-II**

**Exam Name: Professional Scrum Product Owner II**



## Exam A

### QUESTION 1

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.

**Correct Answer: E**

**Section:**

**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

### QUESTION 2

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.

**Correct Answer: B, C, D**

**Section:**

**Explanation:**

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

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

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

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

It is not necessary for a good Product Vision and Strategy to describe how the product compares to competitor products. This may be part of the market analysis or the competitive advantage, but it is not a core attribute of

the Product Vision and Strategy. Moreover, focusing too much on the competitors may distract from the customer needs and the product value. Reference: 1: Product Vision, 2: Product Strategy

### QUESTION 3

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.

**Correct Answer: A**

**Section:**

**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. An outcome is a change in behavior, attitude, or situation that results from using the product. 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. 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.

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.

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

### QUESTION 4

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.

**Correct Answer: B, C, D, E**

**Section:**

**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. 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.

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.

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

#### QUESTION 5

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.

**Correct Answer: D**

**Section:**

**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. Reference: Professional Scrum Product Owner II Certification, Managing Products with Agility, Evidence-Based Management

#### QUESTION 6

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)

- 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.

**Correct Answer: A**

**Section:**

**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 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 7

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.

**Correct Answer: D**

**Section:**

**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.

Professional Scrum Product Owner II Certification

Managing Products with Agility

Cone of Uncertainty - Wikipedia

#### QUESTION 8

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

(choose the best answer)

- 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.

**Correct Answer: A**

**Section:****Explanation:**

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>3,4</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.

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 9**

When should the Product Owner update the project plan?

(choose the best answer)

- 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.

**Correct Answer: C**

**Section:****Explanation:**

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. Reference:

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 10

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.

**Correct Answer: A**

**Section:**

**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>. Reference: 1: Understanding and Applying the Scrum Framework 2: Burndown Chart 3: Managing Products with Agility

#### QUESTION 11

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.

**Correct Answer: A, B**

**Section:**

**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. Reference:=Scrum Guide,Understanding and Applying the Scrum Framework,Managing Products with Agility

#### QUESTION 12

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 budget. Business analysts take over the role the rest of the time.
- D. 40%, or more if the stakeholders agree.
- E. Enough time to ensure that the product Increment is valuable and useful.
- F. Just enough time to keep the Developers from complaining.

**Correct Answer: B, E**

**Section:**

**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.

#### QUESTION 13

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

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

**Correct Answer: A**

**Section:**

**Explanation:**

A is correct because forming products that are as independent as possible reduces the complexity and dependency of the product development, and allows each product to deliver value faster and more frequently<sup>1</sup>. Coordination among the products is still necessary to ensure alignment and consistency, but it should not be centralized or imposed by a higher authority<sup>2</sup>. B is incorrect because creating a centralized,



coordinated cross-product Development Plan goes against the principles of empiricism, self-organization, and agility that Scrum promotes. C is incorrect because appointing a Project Lead to oversee all the products undermines the accountability and autonomy of the Product Owners and the Scrum Teams. D is incorrect because ensuring that the PMO manages the inter-product dependencies creates a layer of bureaucracy and control that hinders the collaboration and innovation of the Scrum Teams. E is incorrect because it includes all the wrong answers.

#### QUESTION 14

The environment in which a product will be used changes and emerges continually. What is the effect on the Product Backlog?  
(choose the best answer)

- A. The requirements specification document, describing the Product Backlog items, must be updated to ensure stability.
- B. The Product Backlog evolves to reflect what the product needs to be most valuable.
- C. There is no effect, the Product Backlog must stay the same until the end of the project.
- D. The Product Backlog is archived and a new Product Backlog is created to take its place

**Correct Answer: B**

**Section:**

**Explanation:**

Option B is the best answer because it reflects the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is a living artifact that represents the current understanding of what the product needs to be most valuable for the customers and the stakeholders. The Product Backlog is not a fixed or static document, but rather an emergent and dynamic one that adapts to the changing environment, needs, and feedback. The Product Owner is accountable for managing the Product Backlog and ensuring that it is transparent, ordered, and refined. The Product Owner collaborates with the Scrum Team and the stakeholders to inspect and adapt the Product Backlog items based on the new insights, opportunities, and learnings that arise from the changing environment. The Product Owner also uses various techniques, such as product vision, value proposition, user stories, experiments, and evidence-based management, to define, validate, and prioritize the Product Backlog items.

Option A is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is not a requirements specification document, but rather a list of hypotheses and assumptions that need to be tested and validated in the real world. The Product Backlog items are not detailed or fixed upfront, but rather refined and clarified as they get closer to implementation. Updating the requirements specification document to ensure stability implies a plan-driven and predictive approach that does not embrace change and feedback, and that does not optimize value delivery.

Option C is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is not a project plan, but rather a product roadmap that guides the development of the product. The Product Backlog does not have a predefined end date or scope, but rather evolves and changes as the product grows and matures. Keeping the Product Backlog the same until the end of the project implies a plan-driven and predictive approach that does not embrace change and feedback, and that does not optimize value delivery.

Option D is not the best answer because it contradicts the agile and empirical nature of Scrum and Product Ownership. The Product Backlog is not a disposable artifact, but rather a cumulative and iterative one that builds on the previous work and learnings. The Product Backlog items are not discarded or replaced, but rather refined and updated as the product evolves and changes. Archiving the Product Backlog and creating a new one implies a disruptive and wasteful approach that does not leverage the existing knowledge and feedback, and that does not optimize value delivery.

1:Product Backlog

2:Product Backlog Management

3:Empiricism

4:Stakeholders & Customers

5:Product Vision

:Product Value

:Evidence-Based Management

: [Agile Manifesto]

: [Product Roadmap]

:Product Owner Accountabilities

:Sprint Review

:Product Backlog Refinement

: [User Stories]

: [Value Proposition]

: [Experiments]

#### QUESTION 15

You started measuring product feature usage in your last release. You are surprised to learn that a sizable percentage of the features you thought were very important are never or rarely used. Which of the following actions could you take to further evaluate this unexpected result?

(choose all that apply)

- A. Spend more time talking to users to identify the impact they seek.
- B. Disable the features that have never been used and listen for feedback.
- C. Run experiments to increase your understanding of what customers find valuable.
- D. Examine whether the rarely used features solve the intended problem.

**Correct Answer: A, C, D**

**Section:**

**Explanation:**

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

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

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

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

1: Product Backlog Management

2: Stakeholders & Customers

3: Product Value

4: Evidence-Based Management

5: Product Vision

: Forecasting & Release Planning

: [Business Strategy](https://www



#### QUESTION 16

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.

**Correct Answer: C, D, E**

**Section:**

**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.

#### QUESTION 17

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.

**Correct Answer: B, D**

**Section:**

**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



#### QUESTION 18

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.

**Correct Answer: E**

**Section:**

**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 recovery<sup>123</sup>. Reference: 1: Managing Products with Agility 2: Understanding and Applying the Scrum Framework 3: Evolving the Agile Organization

#### QUESTION 19

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.

**Correct Answer: D**

**Section:**

**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

#### QUESTION 20

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.

**Correct Answer: A**

**Section:**

**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. Reference:1: Professional Scrum Product Owner II Certification | Scrum.org

#### QUESTION 21

Which of the following is true about Scrum?

(choose all that apply)

- A. Each component of Scrum serves a specific purpose and is essential to the successful usage of Scrum for building complex products.
- B. Scrum is a framework for generating value through adaptive solutions for complex problems.
- C. Scrum is a methodology, where you can 'pick and choose' which parts of Scrum you think will work for your environment.
- D. Scrum is based on empiricism.
- E. Scrum is like traditional processes but with self-management to replace Project Managers.

**Correct Answer: A, B, D**

**Section:**

**Explanation:**

Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems. Scrum consists of three roles (Scrum Master, Product Owner and Developers), five events (Sprint, Sprint Planning, Daily Scrum, Sprint Review and Sprint Retrospective), and three artifacts (Product Backlog, Sprint Backlog and Increment). Each component of Scrum serves a specific purpose and is essential to the successful usage of Scrum. Scrum is not a methodology, where you can "pick and choose" which parts of Scrum you think will work for your environment. Scrum is a whole, and each part of Scrum complements the others. Scrum is based on empiricism, which means that knowledge comes from experience and making decisions based on what is observed. Scrum employs an iterative, incremental approach to optimize predictability and control risk. Scrum is not like traditional processes but with self-management to replace Project Managers. Scrum is a different way of working that requires a shift in mindset and culture. Scrum promotes self-organization, collaboration, transparency, inspection and adaptation.

Professional Scrum Product Owner II Certification

Understanding and Applying the Scrum Framework

[The Scrum Guide]

#### QUESTION 22

The most important thing a Product Owner can do is:

(choose the best answer)

- A. Determine the release schedule and contents.
- B. Ensure that all stakeholder needs are met.
- C. Function as the single source of truth for all requirements.
- D. Maximize the value delivered by the product.

**Correct Answer: D**

**Section:**

**Explanation:**

According to the Professional Scrum Product Owner II certification guide<sup>1</sup>, the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. This means that the Product Owner is responsible for defining, ordering, and validating what the Scrum Team works on, and ensuring that the product delivers value to the customers, users, and the organization. The other options are not the most important thing a Product Owner can do, because they are either too narrow (A), too unrealistic (B), or too prescriptive. Reference: <sup>1</sup>Professional Scrum Product Owner II Certification | Scrum.org

#### QUESTION 23

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.



**Correct Answer: B**

**Section:**

**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

#### QUESTION 24

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.

**Correct Answer: A**

**Section:**

**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>. Reference: <sup>1</sup>: Professional Scrum Product Owner II Certification | Scrum.org<sup>2</sup>: What is a Product Backlog? | Scrum.org<sup>3</sup>: Product Backlog Explained [+ Examples] | Atlassian

#### QUESTION 25

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 it. This is the Developers responsibility.
- E. The Product Owner should come to the Sprint Planning with a clearly defined Sprint Goal.

**Correct Answer: C**

**Section:**

**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. Reference:

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

#### QUESTION 26

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

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

**Correct Answer: D**

**Section:**

**Explanation:**

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

#### QUESTION 27

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.

**Correct Answer: A, C, D, E**

**Section:**

**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.

#### QUESTION 28

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.

**Correct Answer: B, C, D, E**

**Section:**

**Explanation:**

Product Backlog involves the following activities<sup>12</sup>:

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 Sprint<sup>3</sup>.

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 perspectives<sup>4</sup>.

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 effectively<sup>5</sup>.

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. Reference: <sup>1</sup>: Product Backlog Management, <sup>2</sup>: Managing Products with Agility, <sup>3</sup>: Reducing Dependencies, <sup>4</sup>: Reviewing the Product Backlog, <sup>5</sup>: Breaking Down Product Backlog Items, : Ordering the Product Backlog, : The Product Owner, : Estimating Product Backlog Items

#### QUESTION 29

A Product Owner is needed for every:

(choose the best answer)

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

**Correct Answer: A**

**Section:**

**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. Reference:1:Scrum Guide2:Understanding and Applying the Scrum Framework3:Managing Products with Agility4: [Product Vision]5: [Portfolio] : [Program] : [Portfolio Management] : [Program Management]

### QUESTION 30

You are the Product Owner for a product with diverse stakeholders with differing opinions that sometimes conflict.

Your Director of Marketing strongly believes that you should add a major new feature to reach a new market. Your CEO believes that the new feature is too expensive and thinks you should focus on other features to make existing customers happier. The CEO says that as Product Owner it is ultimately your decision.

You think both perspectives have merit, but you cannot do both. How should you proceed?

(choose the best answer)

- A. Devise an experiment that will help the company to better understand the new market and its potential.
- B. Trust the Director of Marketing's opinion and add the features; when revenues increase, you will be vindicated.
- C. Better understand the positions of other stakeholders to gather more information, then make a decision.
- D. Trust the CEO's opinion and focus on current customers, since you cannot afford unhappy customers.

**Correct Answer: A**

**Section:**

**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 have a clear vision of the product and its target users, as well as a validated understanding of the market opportunities and risks. You also need to collaborate with stakeholders and customers to align their expectations and feedback with the product goals and strategy.

In this scenario, you face a dilemma between pursuing a new market segment or satisfying the existing customers. Both options have potential value, but also uncertainty and trade-offs. The best way to proceed is to devise an experiment that will help you to test your assumptions and learn more about the new market and its potential. This could be a small-scale release, a prototype, a survey, or any other method that can provide you with empirical evidence and feedback. By doing this, you can reduce the risk of investing in a feature that may not deliver the expected value, and also gain insights that can help you to refine your product vision and backlog. This approach is consistent with the principles of agile product management, which emphasize delivering value early and often, validating hypotheses with data, and adapting to changing customer needs and market conditions. It also demonstrates your ability to apply the Scrum values of openness, courage, and respect, as you are willing to explore new possibilities, challenge your own opinions, and involve your stakeholders and customers in the decision-making process. Reference:=Scrum Guide,Managing Products with Agility,Evidence-Based Management

### QUESTION 31

Which of the following activities should a Product Owner never do?

(choose the best answer)

- A. Decide when to release the product Increment.
- B. Dictate the Sprint Goal.
- C. Accept work done during the Sprint.
- D. Establish a Product Goal.

**Correct Answer: B**

**Section:**

**Explanation:**

According to the Professional Scrum Product Owner II certification guide<sup>1</sup>, the Sprint Goal is the single objective for the Sprint. It is a commitment made by the Scrum Team during Sprint Planning. The Sprint Goal provides guidance to the Developers on why it is valuable to build a coherent Increment. The Product Owner proposes how the product could increase its value and utility in the current Sprint. The whole Scrum Team then collaborates to define a Sprint Goal that communicates why the Sprint is valuable to stakeholders. The Product Owner should not dictate the Sprint Goal, but rather collaborate with the Developers and the Scrum Master to create a shared understanding and alignment. The other options are not activities that a Product Owner should never do, because they are either part of the Product Owner's accountabilities (A, C, D) or may be done in collaboration with others (A, D). Reference:1: Professional Scrum Product Owner II Certification | Scrum.org

### QUESTION 32

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

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

**Correct Answer: A, B, C, E**

**Section:**

**Explanation:**

A Product Goal is a summary statement of the desired outcome or value that the product should deliver. It communicates the target future state of the product, which is aligned with the product vision and strategy. It enhances focus by providing a clear direction and purpose for the Scrum Team and the stakeholders. It is a commitment contained in the Product Backlog, which means that it is transparent, visible, and understood by everyone involved in the product development. It provides a long-term objective for the Scrum Team to plan against, which helps them to prioritize and refine the Product Backlog items and to craft the Sprint Goals. Option D is not correct because the Product Goal does not need to have the approval of all stakeholders. The Product Owner is accountable for the value of the product and the Product Backlog, and therefore has the authority to define and communicate the Product Goal. The Product Owner may collaborate with the stakeholders to discover and validate their needs and expectations, but does not need to seek their consensus or permission for the Product Goal.

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

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



### QUESTION 33

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.

**Correct Answer: B**

**Section:**

**Explanation:**

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

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

**QUESTION 34**

As an investor or shareholder, which of the following measures might give you insight about whether a product is delivering value?  
(choose all that apply)

- A. Revenue per Employee.
- B. Market Share.
- C. The average selling price as compared to close competitors.
- D. Product profitability.
- E. The weekly velocity of the Developers.

**Correct Answer: A, B, C, D**

**Section:**

**Explanation:**

A, B, C, and D are correct because they are all measures of the value that a product delivers to the customers and the organization<sup>1</sup>. Revenue per Employee indicates the efficiency and productivity of the product development<sup>2</sup>. Market Share shows the competitive advantage and customer satisfaction of the product<sup>3</sup>. The average selling price as compared to close competitors reflects the perceived value and quality of the product<sup>4</sup>. Product profitability measures the financial return and viability of the product<sup>5</sup>. E is incorrect because the weekly velocity of the Developers is not a measure of value, but a measure of output and capacity. Velocity does not indicate whether the product is meeting the needs and expectations of the customers and the stakeholders.

