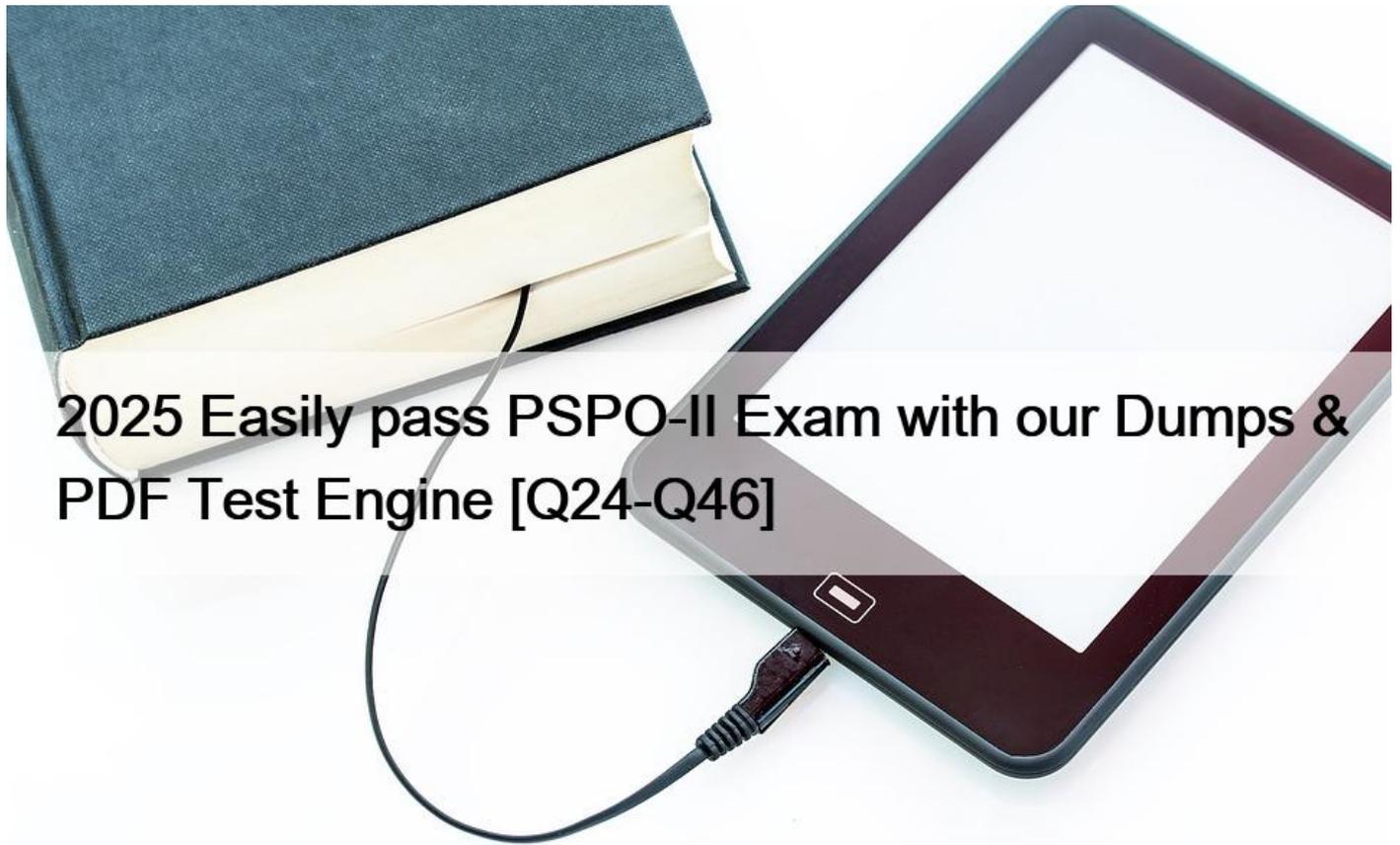


2025 Easily pass PSPO-II Exam with our Dumps & PDF Test Engine [Q24-Q46]



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The PSPO-II certification exam is conducted by Scrum.org, a leading authority in the field of Scrum and Agile methodologies. PSPO-II exam is designed to evaluate candidates on their ability to apply Scrum principles and practices in complex and challenging product ownership scenarios. PSPO-II exam consists of multiple-choice questions and is conducted online under proctored conditions to ensure the integrity of the certification process. Successful candidates are awarded the Scrum PSPO-II certification, which is recognized globally as a testament to their expertise and proficiency in the field of product ownership.

Q24. A Product Owner is needed for every:

(choose the best answer)

- * Product.
- * Portfolio.
- * Program.
- * All of the above.

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 Owner¹. The Product Owner is responsible for the product and its outcome².

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 else³. 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 users⁴.

A portfolio is a collection of products or projects that are aligned with a strategic goal or an organizational unit⁵. A program is a group of related projects or products that are managed in a coordinated way to obtain benefits and control not available from managing them individually. A portfolio or a program may have a portfolio or program manager, who is responsible for overseeing the alignment, prioritization, and governance of the portfolio or program. However, these roles are not equivalent to the Product Owner role, as they do not have the same accountabilities and authorities as the Product Owner.

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

Q25. 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)

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

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. References := Scrum Guide, Managing Products with Agility, Evidence-Based Management

Q26. 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)

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

= 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. References := Professional Scrum Product Owner? II Certification, Managing Products with Agility, Evidence-Based Management

Q27. What is the benefit of having short release cycles? (choose the best answer)

- * It helps teams to better manage defects.
- * Teams are able to receive user feedback earlier to better understand and meet customer needs.
- * None of the above.
- * Smaller, more frequent releases are less risky.
- * All of the above.
- * It provides teams with more opportunities to inspect and adapt.

Q28. Sharing people with unique skills across multiple teams will likely result in which of the following conditions?

(choose the best answer)

- * Teams may wait more often, impeding the delivery of value.
- * Teams do not have to develop deep technical skills.
- * Costs are lower since expensive resources are shared.
- * More work gets done since people are better utilized.

Sharing people with unique skills across multiple teams will likely result in teams having to wait more often for those people to be available, impeding the delivery of value. This is because those people will have to context-switch between different teams, products, and domains, reducing their focus and efficiency¹. Moreover, sharing people with unique skills will create bottlenecks and

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

The other options are not correct because:

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

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

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

Utilization vs. Outcome Orientation

Q29. A Product Owner – Jame is working with the firm’s stakeholders. All stakeholders confirm that their features are critical to the profit gain. They urge Jame for the release.

What should Jame do? (choose the best answer)

- * Delegate the responsibility to the Scrum Master so that he can take care of the release plan.
- * Deny stakeholders’ request as the team’s capacity is not enough to release all features.
- * Request the Human Resource Manager for more members to handle the releasing work.
- * Release every single outcome iteratively and incrementally when it’s ready, though not all the features complete.

Q30. An effective Product Owner must:

(choose the best answer)

- * Ensure that every stakeholder need is met.
- * Be the “expert” opinion for all Product Backlog items.
- * Ensure that the team is as productive as possible.
- * Be the single point of contact for all stakeholders.
- * All of the above.
- * None of the above.

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.

References:

1: The Scrum Guide

2: Product Owner Learning Path

3: Product Owner Competencies

4: Evidence-Based Management

5: Product Strategy

Q31. An effective Product Owner must: (choose the best answer)

- * Be the expert; opinion for all Product Backlog items.
- * All of the above.
- * Ensure that the team is as productive as possible.
- * None of the above
- * Be the single point of contact for all stakeholders.
- * Ensure that every stakeholder need is met.

Q32. 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)

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

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 stakeholders¹. 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 refined². 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 environment³. 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 items⁵.

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 world⁵. The Product Backlog items are not detailed or fixed upfront, but rather refined and clarified as they get closer to implementation². 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 matures¹. 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 learnings¹. The Product Backlog items are not discarded or replaced, but rather refined and updated as the product evolves and changes². 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.

Reference:

- 1: Product Backlog
- 2: Product Backlog Management
- 3: Empiricism
- 4: Stakeholders & Customers
- 5: Product Vision
- 6: Product Value
- 7: Evidence-Based Management
- 8: [Agile Manifesto]
- 9: [Product Roadmap]
- 10: Product Owner Accountabilities
- 11: Sprint Review
- 12: Product Backlog Refinement
- 13: [User Stories]
- 14: [Value Proposition]
- 15: [Experiments]

Q33. The CEO questions Mike, the Product Owner, on the data showing the usage rates. He believes feature usage is not the right measure. You are the Product Owner, you have confirmed that the data is accurate and determine that the data is valuable to the team and product.

What should you do? (choose the best answer)

- * Continue to measure the usage feature but not publish the data.
- * Continue to measure and publish the data and use it to inform your decisions.
- * Stop measuring to appease the CEO.

Q34. True or False: Michael, a new Product Owner, has been assigned to work in the Finance industry, which is new to him. He is unsure about the market desires and customer needs. The Product Manager advised Michael to conduct experiments, validate customer needs, start doing smaller releases more often.

- * True
- * False

Q35. What best describes a GO product roadmap? (choose the best two answers)

- * It provides an overview of all the user activities that need to be covered by the system.
- * It enables value steering.
- * It focuses on what is being worked on “now”, what will be worked on “next”, and work to be done “later”.
- * It focuses more on the goals you want to achieve rather than the actual work to be done (the features).

Q36. The Product Owner is also accountable for effective Product Backlog management, which includes (choose ALL that apply).

- * Estimating the size of the Product Backlog Items at the high-level.
- * Decomposing large Product Backlog Items into workable smaller Product Backlog Items.
- * Eliminating or reducing dependencies between Product Backlog Items.
- * Spending time to discuss and review the Product Backlog with stakeholders.
- * Ordering the Product Backlog.

Q37. Organizations should reduce their investment in a product when the product’s:

(choose the best answer)

- * Unrealized Value is very small.
- * Current Value is very low.
- * Current Value is very high.
- * Unrealized Value is very large.
- * None of the above.

Unrealized Value is the value that could be realized by meeting all potential needs of the customer or user. It represents the opportunity for growth and innovation. When the Unrealized Value of a product is very small, it means that the product has reached a saturation point in the market, and there is little room for improvement or differentiation. Investing more in such a product would not yield much return, and might even cannibalize the Current Value of the product, which is the value delivered to the customer or user today. Therefore, organizations should reduce their investment in a product when its Unrealized Value is very small, and focus on other products or opportunities that have higher Unrealized Value

Q38. Which of the following activities should a Product Owner never do? Choose the best answer

- * Order the Product Backlog
- * Set the Sprint Goal for the Developers without consulting them
- * Allow Stakeholders to talk directly with the Developers
- * Show the Increment to Stakeholders outside of the Sprint Review

Q39. How can Scrum help with making funding and investment decisions? (choose the best two answers)

- * By frequently inspecting the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.
- * By releasing to the customers and users early and often.
- * The only financial decisions required is the funding necessary for the operational costs of the Scrum Teams.
- * Setting a fixed budget will ensure that the project is delivered on-time, within scope, and on-budget.

Q40. Your stakeholders are very demanding and each of them has at least one feature that they say is essential for the next release.

As the Product Owner, you have validated that the feature requests are all valid requests and would likely add value to your product.

What should you do? (Choose the best answer)

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

Q41. Which of the following activities should a Product Owner never do?

(choose the best answer)

- * Decide when to release the product Increment.
- * Dictate the Sprint Goal.
- * Accept work done during the Sprint.
- * Establish a Product Goal.

According to the Professional Scrum Product Owner? II certification guide¹, 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

Q42. A user satisfaction gap exists when there is a difference between:

(choose the best two answers)

- * The total market size.
- * The user's desired outcome.
- * The market share of the product.
- * The user's actual experience.

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 experiences². The user's desired outcome is the goal or benefit that the user wants to achieve by using the product or service³. The user's actual experience is the perception and evaluation of the product or service by the user⁴. If the user's actual experience does not meet or exceed the user's desired outcome, the user will be dissatisfied and may switch to a different product or service.

References:

1: Identifying and Closing the Customer Satisfaction Gap

2: Find the Gaps in Your User Experience

3: [Outcome-Driven Innovation]

4: [User Experience]

5: Measure Business Opportunities with Unrealized Value

Q43. Which preferred Product Owner stance helps people to align around the product vision and get people excited to join the case?

(choose the best answer)

- * The Manager
- * The Influencer
- * The Subject Matter Expert
- * The Visionary

Q44. As a Product Owner, what are two approaches that can help you manage your business's exposure to risk? (choose the best two answers)

- * Conduct experiments so you can better understand customer needs.
- * Ensure that the Product Backlog items committed to at Sprint Planning are completed by the end of the Sprint.
- * Keep the releases as small as possible, and release when the increment can provide a single new or improved outcome.
- * Ensure that no changes are made to the Sprint plan during an active Sprint.
- * Create a risk management plan that identifies all future risks and solutions for addressing those risks.

Q45. Conducting small experiments to validate concepts with customers provides valuable insights into the potential value of proposed solutions. However, the financial department at ABC company feels that the experiments are not cost-effective.

What is the appropriate response to the finance department? (choose the best answer)

- * Experiments are only required in very limited circumstances as reviews by stakeholders can often achieve the same or better results.
- * Experiments should not be run on products that are already launched because experiments are only effective for new products.
- * Proposed solutions are likely to succeed as they are based on market research.
- * It is more cost-effective to allocate a small sum of money to validate a solution than to create a solution that does not meet the customer's actual needs.

Q46. Your CEO thinks your organization needs to deliver more quickly. There is no shortage of opinions about how you should go about this. Some managers think they need to hire more people, some engineers think the answer is automation. You can't pursue every idea, and some ideas may not be worth pursuing.

What could best help you understand the problem and where to improve? (choose the best answer)

- * Conduct a customer satisfaction survey to find areas of dissatisfaction.
- * All of the above.
- * Hire more people to handle the workload while also working to improve automation.
- * Create a Value Stream Map to understand the current process and its bottlenecks.
- * Analyze employee utilization rates to understand where efficiency needs to be improved.

Scrum PSPO-II (Professional Scrum Product Owner II) Certification Exam is designed for experienced product owners who are looking to advance their skills and knowledge in the field of Scrum. PSPO-II exam is the second level in the Scrum.org Professional Scrum Product Owner certification program and requires a deep understanding of the Scrum framework and how it can be applied to product development.

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