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Scrum Professional Scrum Product Owner II Sample Questions (Q20-Q25):

NEW QUESTION # 20

When should the Product Owner update the project plan?
(choose the best answer)

- A. The Product Backlog is the plan in Scrum. It is updated as new information and insights emerge.
- B. After the Daily Scrum to ensure an accurate daily overview of project progress.

- C. Before the Sprint Planning to know how much work will have to be done in the Sprint.
- D. The project plan must be updated prior to the Sprint Retrospective.

Answer: A

Explanation:

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. References:

- * Professional Scrum Product Owner II Assessment
- * Understanding and Applying the Scrum Framework
- * Managing Products with Agility
- * What is a Product Backlog?
- * Product Backlog Explained

NEW QUESTION # 21

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 you are accountable for without consulting the others who have expressed interest.
- B. Allow other members of the Scrum Team to continue as the decision makers, but keep a list of decisions that do not deliver their intended value.
- C. 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.
- D. 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.
- 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 customers.

Answer: B,C,E

NEW QUESTION # 22

Your stakeholders are very demanding and each of them has at least one feature that they say is essential for the next release. As the Product Owner, you have validated that the feature requests are all valid requests and would likely add value to your product. What should you do?

(choose the best answer)

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

Answer: B

Explanation:

Let's analyze each option and determine the best course of action for a Product Owner in this situation, keeping in mind the PSPO II objectives and competencies:

* C. Release when you can satisfy at least a single outcome, even though not all features are implemented.

* Verification: This is the correct answer.

* Explanation and References:

* Professional Scrum Competency: Managing Products with Agility - Product Value

* This option aligns with the principle of maximizing value by delivering value early and often.

* It emphasizes focusing on valuable outcomes rather than just completing a list of features.

* Professional Scrum Competency: Managing Products with Agility - Business Strategy

* Releasing a product increment that provides value allows for faster feedback and learning, which can inform future decisions and help to align the product with the overall business strategy.

* Professional Scrum Competency: Managing Products with Agility - Stakeholders & Customers

* While stakeholder management is important, focusing on delivering a valuable outcome is a better way to manage expectations and build trust in the long term.

* Scrum Guide: The Scrum Guide emphasizes the importance of delivering a "Done", usable, and potentially releasable product Increment every Sprint. This aligns with the concept of releasing when a valuable outcome is achieved.

* Additional Explanation: By focusing on outcomes, the Product Owner can prioritize the most valuable features that contribute to that outcome. This may mean that not all stakeholder requests are met in the initial release, but it allows for delivering value sooner and adapting based on feedback.

* A. Wait until all essential features are complete before releasing the product.

* Verification: This is incorrect.

* Explanation and References:

* Professional Scrum Competency: Managing Products with Agility - Product Value

* This approach delays the realization of value and increases the risk of building the wrong thing.

* Professional Scrum Competency: Managing Products with Agility - Forecasting & Release Planning

* Waiting for all features delays feedback and learning, making it difficult to adapt the product to changing market conditions or user needs.

* Scrum Guide: This contradicts the iterative and incremental nature of Scrum, where the goal is to deliver value frequently.

* B. Pick the two most influential stakeholders and satisfy their needs, then release.

* Verification: This is incorrect.

* Explanation and References:

* Professional Scrum Competency: Managing Products with Agility - Product Value

* Prioritizing based on influence rather than value can lead to building the wrong product.

* Professional Scrum Competency: Managing Products with Agility - Stakeholders & Customers

* While stakeholder management is important, the Product Owner's primary responsibility is to maximize product value, not to cater to the most influential stakeholders.

* Additional Explanation: This approach can damage trust with other stakeholders and create a political environment rather than a collaborative one.

* D. Escalate to the steering committee to make the call.

* Verification: This is incorrect.

* Explanation and References:

* Professional Scrum Competency: Evolving the Agile Organization - Portfolio Planning

* The Product Owner is empowered to make decisions about the product and should not routinely escalate prioritization decisions.

* Professional Scrum Competency: Understanding and Applying the Scrum

Framework - Applying the Scrum Framework - Self-Managing Teams

* The Product Owner is accountable for maximizing the value of the product.

Escalating to a steering committee undermines this accountability.

* Additional Explanation: This approach undermines the Product Owner's authority and can lead to delays and inefficient decision-making.

In conclusion, the best approach is to release when a valuable outcome can be achieved, even if not all requested features are implemented. This aligns with the principles of iterative development, value maximization, and frequent feedback, all of which are core to Scrum and emphasized in the PSPO II competencies.

NEW QUESTION # 23

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. Improve the marketing of the product 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. Increase the number of product features to attract a greater number of customers.

Answer: A

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.

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

NEW QUESTION # 24

How much of the Sprint Backlog must be defined during Sprint Planning?

(choose the best answer)

- **A. Enough so the Developers can create a forecast of what they can do during the Sprint.**
- B. All of the potential work. Sprint Planning is not over until 100% of the work is identified and estimated.
- C. Just enough to understand design and architectural implications.
- D. Just enough tasks for the Scrum Master to be confident in the Developer's understanding of the Sprint.

Answer: A

Explanation:

Explanation

The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal1. The Sprint Backlog is a forecast by the Developers about what functionality will be in the next Increment and the work needed to deliver that functionality into a

"Done" Increment2. The Sprint Backlog is a plan with enough detail that changes in progress can be understood in the Daily Scrum2.

The Developers modify the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers work through the plan and learn more about the work needed to achieve the Sprint Goal2. The Sprint Backlog is not a commitment to deliver a fixed scope of work, but rather a forecast of what the Developers believe they can do in the Sprint3. Therefore, the Sprint Backlog does not need to be fully defined during the Sprint Planning, but only enough so the Developers can create a realistic forecast of what they can do during the Sprint. References: 1:

Sprint Backlog, 2: The Scrum Guide, 3: Commitment vs. Forecast

NEW QUESTION # 25

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