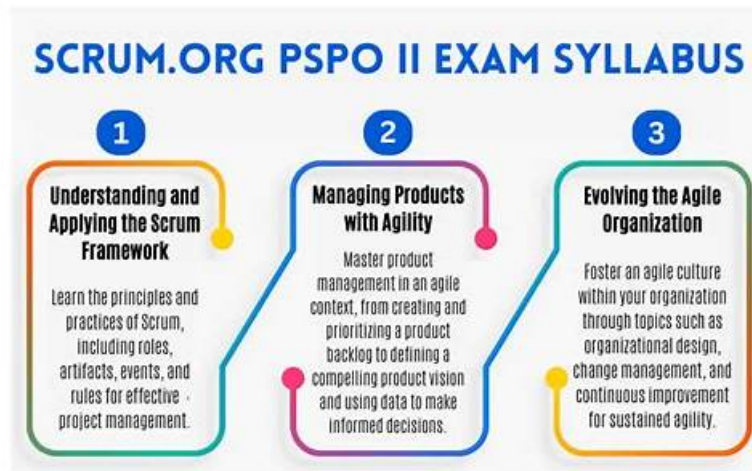


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Scrum Professional Scrum Product Owner II Sample Questions (Q23-Q28):

NEW QUESTION # 23

True or False: Max, a new Product Owner, is unsure about the types of requirements acceptable on a Product Backlog. He supposed that the Product Backlog should contain only a list of necessary features for a Product. The Developers should manage other types of requirements as Performing Requirement and Fixes. They are not the Product Owner's concern.

- A. The Product Backlog should be the single source of truth for all the work

- B. Yes, Max's idea is correct.
- C. False, the Product Backlog also contains the following types: - Stability requirements, - Performance requirements, - Documentation, - Fixes - Product Functionality

Answer: A

NEW QUESTION # 24

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

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

Answer: A,B

Explanation:

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

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

References:

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

NEW QUESTION # 25

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. 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.
- B. 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.
- 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. 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.
- E. Start making all the decisions without consulting the others who have expressed interest.

Answer: B,C,D

Explanation:

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.

NEW QUESTION # 26

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. Inform management that more resources are needed.
- B. End the Sprint, since the goal cannot be achieved.
- C. Skip Product Backlog refinement activities.
- D. Change the Sprint Goal to match what the Developers can deliver.
- E. Reduce the scope of the Sprint, if possible, to still meet the Sprint Goal.

Answer: E

Explanation:

Explanation

According to the Professional Scrum Product Owner™ II certification guide¹, 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. References: 1: Professional Scrum Product Owner™ II Certification | Scrum.org

NEW QUESTION # 27

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

Answer: D

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 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 environment^{3,4}. 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]

NEW QUESTION # 28

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