

PSPO-II Dumps

Professional Scrum Product Owner™ II (PSPO II)

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NEW QUESTION 1

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.

Answer: BCDE

Explanation:

Product Backlog involves the following activities¹²:

- * 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 Sprint³.
- * 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 perspectives⁴.
- * 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 effectively⁵.
- * 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. References

: 1: Product Backlog Management, 2: Managing Products with Agility, 3: Reducing Dependencies, 4: Review the Product Backlog, 5: Breaking Down Product Backlog Items, : Ordering the Product Backlog, : The Product Owner, : Estimating Product Backlog Items

NEW QUESTION 2

What typically happens if Product Backlog items are not sufficiently clear during Sprint Planning?
(choose the best answer)

- A. Nothing, so long as the Product Owner gives the Developers a clear Sprint Goal.
- B. The Developers will have difficulty creating a forecast of work for the Sprint.
- C. Nothing in particular.
- D. The Scrum Master should not allow this to happen.
- E. Look for a new Scrum Master and re-start the Sprint.
- F. The meeting is cancelled so refinement can be done first.

Answer: B

Explanation:

If Product Backlog items are not sufficiently clear during Sprint Planning, the Developers will typically have difficulty creating a forecast of work for the Sprint (B). This is because the clarity of the Product Backlog items is crucial for the Developers to understand what is expected and to plan their work accordingly. The Scrum framework emphasizes the importance of a well-refined Product Backlog for effective Sprint Planning

NEW QUESTION 3

You are a Product Owner for a product with a rapidly declining customer base.

Despite data that indicates the decline is due to a shrinking market, rather than a lack of new features, an influential stakeholder insists on adding more features to attract new customers. The influential stakeholder also says that if you do not add new features you risk losing your most profitable customer.

Which two of the following actions might you take? (choose the best two answers)

- A. Collaborate with the stakeholder to run a small experiment to validate their opinion.
- B. Collaborate with other stakeholders and use a voting system to decide which options should be considered.
- C. Acknowledge the views of the influential stakeholder but decline to add more features to the product.
- D. Agree with the stakeholder and add features to the Product Backlog as it might increase your customer base.

Answer: AC

NEW QUESTION 4

As Sprint Planning progresses, the workload is getting to be greater than the Developer's capacity to meet the Sprint Goal. Which actions make the most sense to take?

(choose the best two answers)

- A. Potentially remove or change selected Product Backlog items.
- B. The Developers ensure that the Product Owner is aware, start the Sprint and monitor progress.
- C. Cancel the Sprint.
- D. Start the Sprint and recruit additional Developers.
- E. Ask the Developers to work overtime for this Sprint and promise that it will not happen again.

Answer: AB

Explanation:

According to the Scrum Guide, the Developers are accountable for creating a plan for the Sprint, which includes selecting the Product Backlog items that they can deliver in the Sprint¹. If they realize that the workload is too high, they have two options: either reduce the scope or increase the capacity. Reducing the scope means removing or changing some of the Product Backlog items, in agreement with the Product Owner, so that the Sprint Goal can still be achieved². Increasing the capacity means adding more Developers to the team, but this is not recommended, as it can disrupt the team dynamics, lower the quality, and increase the communication overhead³. Therefore, the best actions to take are A and B, as they respect the self-organization and collaboration of the Scrum Team, and allow

them to deliver a valuable and potentially releasable Increment at the end of the Sprint4.

NEW QUESTION 5

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.

Answer: A

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 Team12. 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 work13. References: 1: Understanding and Applying the Scrum Framework 2: Burndown Chart 3: Products with Agility

NEW QUESTION 6

Which of the following would likely be the least effective way to enhance the agility of your future product development? (choose the least effective approach)

- A. Consider whether there is a significantly large enough market for your product.
- B. Form a holistic view of how the customer sees your product.
- C. Clearly understand the producer, buyer/consumer relationship.
- D. Lean on your organizational efficiency and existing architecture to build your product aligned to the current organization.

Answer: D

Explanation:

As a Product Owner, you need to embrace agility and empiricism in your product development. This means that you should be able to inspect and adapt your product based on feedback from the market, customers, users, and stakeholders. You should also be able to experiment and learn from your failures and successes. To do this, you need to have a flexible and adaptable product architecture that can support frequent changes and new features. You also need to collaborate with your Scrum Team and other teams in the organization to deliver value incrementally and iteratively. Therefore, leaning on your organizational efficiency and existing architecture to build your product aligned to the current organization is the least effective way to enhance your agility. This approach can limit your innovation, creativity, and responsiveness to the changing needs and expectations of your customers and users. It can also create silos, dependencies, and conflicts within and across teams, and reduce the quality and value of your product.

References:

- * Professional Scrum Product Owner™ II Certification
- * Evolving the Agile Organization
- * Managing Products with Agility

NEW 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.

Answer: D

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.

References:

- * Professional Scrum Product Owner™ II Certification
- * Managing Products with Agility
- * Cone of Uncertainty - Wikipedia

NEW QUESTION 8

When determining the ordering of an item on the Product Backlog, what are some things a Product Owner should consider?

(choose the best four answers)

- A. Importance to users or customers.
- B. Alignment with organizational strategy and goals.
- C. Risk
- D. For example; business risk, market risk, or technology risk.
- E. Alignment with other Product Backlog items.
- F. The techniques the Developers will use to implement the item.

Answer: ABCD

Explanation:

- * A. Importance to users or customers: The value an item brings to the customer is a key factor in ordering the Product Backlog¹.
- * B. Alignment with organizational strategy and goals: The Product Owner should consider how well an item aligns with the organization's strategy and goals¹.
- * C. Risk: Business, market, and technology risks are important considerations when ordering the Product Backlog¹.
- * D. Alignment with other Product Backlog items: Dependencies and impact on other items in the Product Backlog should be considered¹.

NEW QUESTION 9

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.

Answer: ABCE

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. References :

- * 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

NEW QUESTION 10

What activities would a Product Owner typically undertake in the phase between the end of the current Sprint and the next Sprint's Sprint Planning? (choose the best answer)

- A. Working with the Quality Assurance departments on the Increment of the current Sprint.
- B. There are no such activities
- C. The next Sprint starts immediately after the current Sprint.
- D. Updating the project plan with the stakeholders.
- E. Refining the Product Backlog.

Answer: D

NEW QUESTION 10

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.

Answer: B

Explanation:

According to the PSPO II resources, a product owner should optimize the value of the product and the work of the Scrum Team¹. 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 customer². A price increase can be justified if the customer perceives that the product delivers more value than the cost³. This can be achieved by enhancing the product quality, functionality, usability, or design, or by providing additional benefits or services to the customer⁴. 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. References:

- * 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

NEW QUESTION 11

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.

Answer: A

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: Profession Scrum Product Owner™ II Certification | Scrum.org

NEW QUESTION 16

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.
- D. It is updated as new information and insights emerge.
- E. Before the Sprint Planning to know how much work will have to be done in the Sprint.

Answer: C

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 18

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

Answer: C

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. References:

- 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

NEW QUESTION 19

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.

Answer: BCDE

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 missions¹. 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 analysis².

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 score³.

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 threats⁴.

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 needs⁵.

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 product².

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

reality². Reference: ¹: Scrum Guide ²: Managing Products with Agility ³: Customer Feedback ⁴: Market Share ⁵: Unmet Customer Needs: [Competitor Pricing] : [Company Earnings Targets]

NEW QUESTION 21

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.

Answer: ACD

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 customers¹².

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 them³⁴.

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 features⁵.

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>

NEW QUESTION 24

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.

Answer: BD

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 experiences¹. 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. 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

NEW QUESTION 25

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.

Answer: 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 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.

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NEW QUESTION 30

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.

Answer: ACDE

Explanation:

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

NEW QUESTION 34

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