# Scrum

## Exam Questions PSPO-II

Professional Scrum Product Owner™ II (PSPO II)

**NEW QUESTION 1**
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.

**Answer:** A

**Explanation:**
According to the Professional Scrum Product Owner™ II certification guide1, 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 Backlog2. A portfolio or a program may consist of multiple products, each with its own Product Backlog3. References: 1: Professional Scrum Product Owner™ II Certification | Scrum.org 2: What is a Product Backlog? | Scrum.org 3: Product Backlog Explained [+ Examples] | Atlassian

**NEW QUESTION 2**
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 3**
The only person who can abnormally terminate a Sprint is?
(choose the best answer)

A. The Developers.
B. The Scrum Master.
C. The Product Owner.
D. The Stakeholders.

**Answer:** C

**Explanation:**
The Scrum Guide specifies that only the Product Owner has the authority to cancel a Sprint. This is because the Product Owner is responsible for maximizing the value of the product and may decide to cancel a Sprint if the Sprint Goal becomes obsolete or if they foresee that the current direction will not lead to a valuable outcome

**NEW QUESTION 4**
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

**Answer:** B

**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 environment34. 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.
References:
* 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]

**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**
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. Ris
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 7**
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 8**
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.

**Answer:** D

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

**NEW QUESTION 9**
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 activitie
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**
The Definition of Done is used to: (choose the best three answers)

A. Increase transparency.
B. Describe the purpose, objective, and timebox of each Scrum event.
C. Create a shared understanding of when work is complete.
D. Describe the work that must be done before the Sprint can be declared complete.
E. Inform the Developers on how many Product Backlog items to select in a Sprint.

**Answer:** ACD

**Explanation:**
* A. Increase transparency: The Definition of Done (DoD) creates transparency by providing everyone a shared understanding of what work was completed and what standards were met as part of the Increment1.
* C. Create a shared understanding of when work is complete: The DoD is a shared understanding among the team members of when a product increment is ready for release2.
* D. Describe the work that must be done before the Sprint can be declared complete: The DoD includes all of the characteristics and standards an Increment needs to meet in order to be released1. Once the Definition of Done is met, the Increment is Done and can be delivered1.

**NEW QUESTION 10**
Who is accountable for creating a valuable, useful Increment every Sprint? (choose the best answer)

A. The Scrum Team.
B. The Product Owner.
C. The Scrum Master.
D. The Developers.
E. The Project Manager.

**Answer:** A

**Explanation:**
According to the Scrum Guide, the Scrum Team consists of one Scrum Master, one Product Owner, and Developers. The entire Scrum Team is accountable for creating a valuable, useful Increment every
Sprint1. The Increment is a concrete step toward achieving the Product Goal, and it must meet the Definition of Done and be usable by the stakeholders1. The Product Owner is accountable for maximizing the value of the product and the work of the Developers1. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, helping everyone understand Scrum theory and practice, and removing impediments to the Scrum Team’s progress1. The Developers are accountable for creating any aspect of a usable Increment each Sprint1. All three roles must collaborate and coordinate their efforts to deliver the best possible product2.

**NEW QUESTION 12**
Which of the following might the Scrum Team discuss during a Sprint Retrospective? (choose the best answer)

A. Methods of communication.
B. The way the Scrum Team does Sprint Planning.
C. Skills needed to improve the Scrum Team's ability to deliver.
D. Its Definition of Done.
E. All of the above.

**Answer:** E

**Explanation:**
According to the Scrum Guide, the purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness. The Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done1. Therefore, all of the options A, B, C, and D are possible topics that the Scrum Team might discuss during a Sprint Retrospective, as they relate to the aspects that the team can improve or adapt. For example, the team might discuss how to communicate better, how to plan the Sprint more effectively, how to acquire new skills or knowledge, or how to update their Definition of Done23. The Sprint Retrospective is a formal opportunity for the team to focus on inspection and adaptation, and to identify the most helpful changes to implement in the next Sprint1.

**NEW QUESTION 13**
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