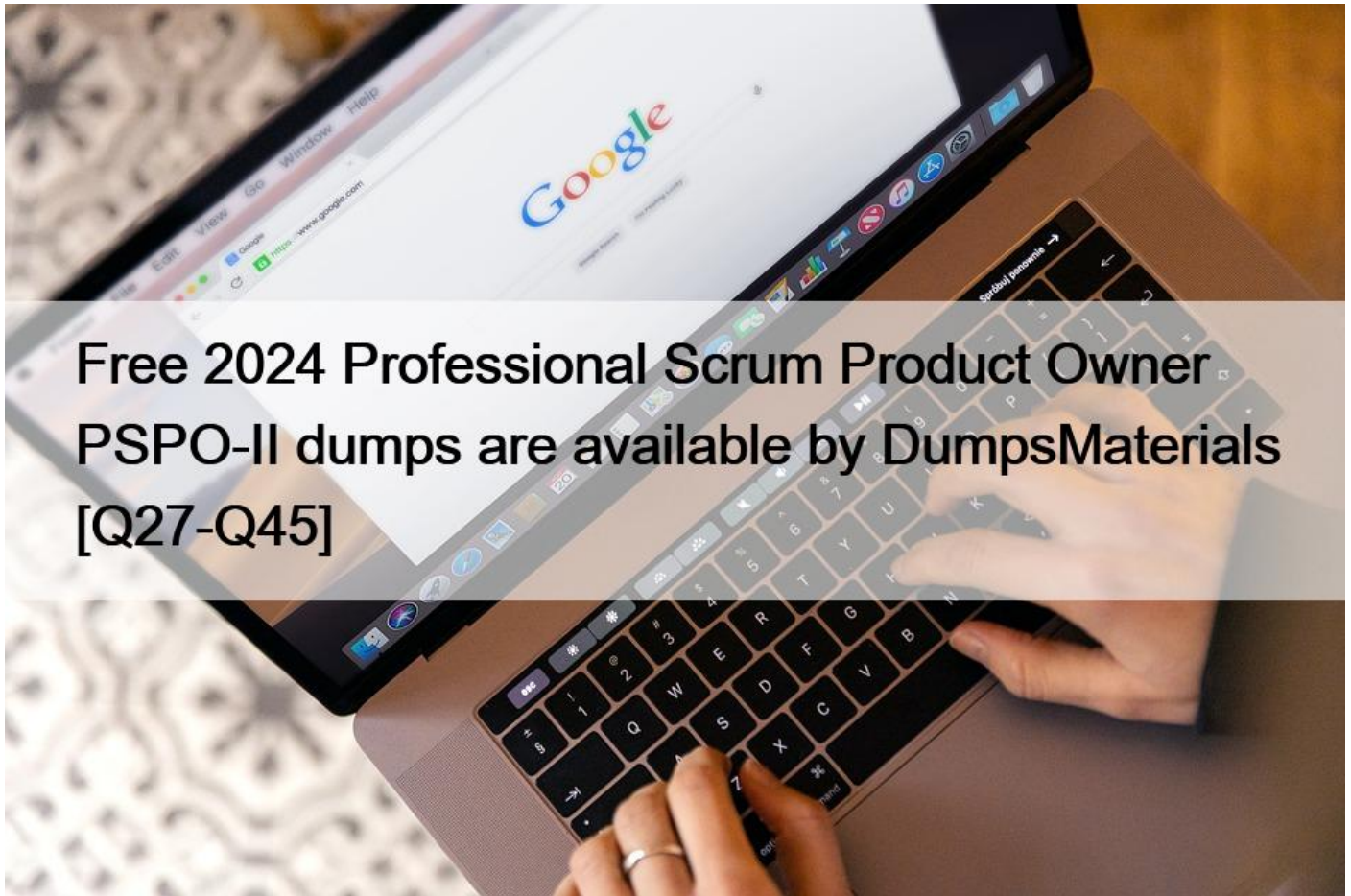# Free 2024 Professional Scrum Product Owner PSPO-II dumps are available by DumpsMaterials [Q27-Q45

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Scrum PSPO-II exam is a challenging exam that requires a lot of preparation and study. PSPO-II exam covers a wide range of topics, including Agile product development, stakeholder management, product visioning, product backlog management, and more. Individuals who pass the exam demonstrate a high level of proficiency in these areas and are able to effectively manage the product development process in an Agile environment.

NEW QUESTION 27

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. Reference: 1: Context Switching, 2: Bottlenecks and Dependencies, 3: Cross-Functional Teams, 4: Technical Excellence, 5: Resource vs. Value Orientation, : Utilization vs. Outcome Orientation

NEW QUESTION 28

Product A is the main driver of both revenue and profit for your company; it has very happy customers (high Current Value) and low Unrealized Value. Product B is relatively new; it has low Current Value and high Unrealized Value. Both Product Owners of the two products are requesting significant additional funding to improve their products.

What do you do? (choose the best answer)
* Split funding equally between both products.
* Invest funding in Product B, because it has more future potential for the company
* Split funding proportionally based on product revenues.
* Invest funding in Product A, because your company’s success depends on its continued success.

NEW QUESTION 29

Conduct an experiment could help the Product Owner to : (select ALL that apply)
* Make precise decision on investment
* Understand if a product’s product/market fit and business viability
* Have full certainty as to a product’s potential success.
* Reduce waste

NEW QUESTION 30

A “cone of uncertainty” can be used to do what?

(choose the best answer)
* Represent the relative level of difficulty for predicting the velocity of individual team members.
* Rapidly identify and prioritize all uncertainties.
* Determine whether to cut quality, similar to the "Iron Triangle" of project management.
* Visualize the uncertainty of the potential value that a Scrum Team delivers over time.

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.

Reference:

Professional Scrum Product Owner? II Certification

Managing Products with Agility

Cone of Uncertainty – Wikipedia

NEW QUESTION 31

True or False: Running multiple experiments on the same product at the same time helps to reduce the cost and complexity of testing new ideas.
* False
* True

NEW QUESTION 32

You deliver a new feature that you think will improve customer satisfaction. When you measure the results, you not only find that it had no impact on customer satisfaction, it was hardly used.

What is your next step? (choose the best answer)

* Drop the feature from the product and focus on the next most important feature

* Redesign the interface to improve the feature’s ease of use and re-release it.

* Redesign the feature to improve its effectiveness and re-release it.

* Investigate why the feature was not used by interviewing users and watching usage

NEW QUESTION 33

Your product is the market leader in your segment. Your team is continuously releasing new features. The rate that you’re releasing features is higher than the rate that the customers can adopt the features. Customers complain that while they are still getting used to a release, a new release will appear. Your Developers have also made you aware that technical debt is accumulating with each release.

As a Product Owner, which would be the best approach? (choose the best answer)

* Slow down the release cycles so customers have more time to catch-up.

* Start focusing on how to improve the system in order to make releasing better and less risky, even if it means releasing less features.

* Add customer support staff to help customers with their upgrade challenges.

NEW QUESTION 34

What is the role of the Product Owner in crafting the Sprint Goal?

(choose the best answer)

* The Product Owner defines the scope for a Sprint and therefore also the Sprint Goal.

* The Product Owner must work with stakeholders to set each Sprint’s Goal.

* The Product Owner collaborates as a member of the Scrum Team to define a Sprint Goal.

* The Product Owner has no role in it. This is the Developers responsibility.

* The Product Owner should come to the Sprint Planning with a clearly defined Sprint Goal.

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. Reference:

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 35

When determining the ordering of an item on the Product Backlog, what are some things a Product Owner should consider? (choose all that apply)
* Alignment with business strategy and goals
* Importance to customers
* The complexity of developing the Product Backlog Item
* Risk
* Alignment and dependencies with existing Product Backlog items

NEW QUESTION 36

A company wants to hire you to lead their agile transformation. They have learned about the benefits of being agile but want to know how to measure the success of the initiative.

What advice would you provide? (choose the best answer)
* The number of projects delivered on-time, on-budget, and on-scope will increase.
* The improvement in customer outcomes.
* All of the above.
* The average team velocity will continuously improve.
* The level of agility is proportionate to the number of teams doing Scrum.

NEW QUESTION 37

When an Increment is considered valuable? (choose the best two answers)
* It reduce long-term operational costs.
* It is delivered before the deadline
* It includes all the features that the Product Owner expects
* It increases customer satisfaction

NEW QUESTION 38

Towards the end of the Sprint Planning, the Developers are NOT able to confidently forecast Product Backlog items for the Sprint. However, as the Product Owner, you are able to clearly define the business objective you hope to achieve in the Sprint.

Which would be the best two approaches? (choose the best two answers)
* The Developers forecasts the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.
* If all agree they can extend the Sprint Planning until the Developers can forecast enough Product Backlog items before starting the implementation.
* They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.
* Allow the Developers members as much time as needed to review the Product Backlog items and reconvene when they are confident enough to make a forecast for the Sprint.

NEW QUESTION 39

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)
* 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.
* Release an identical product to market, but give it a new product name.
* Increase the number of product features to attract a greater number of customers.

NEW QUESTION 40

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 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.

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 41

A Product Owner at ABC company has various types of stakeholders that provide feedback and ideas for the product. At times they have ideas that run counter to one another.

At a recent meeting, the Sales Manager insists that a new feature be added in order to reach untapped new customers. The CFO contends that this new feature is not cost-effective and suggests focusing on other features to improve the satisfaction of existing customers. The PO sees merit in both stakeholder perspectives.

How should the PO proceed? (choose the best answer)
* Gather the opinions of all stakeholders, then make a decision on which request to pursue based on this information.
* Implement a small part of the Sales Manager’s proposal in order to gather more information to better understand its potential.
* Implement the CFO’s request to prevent customer churn.
* Agree with the Sales Manager’s proposal by implementing the requested features as it will help to boost the sales team’s revenue.

NEW QUESTION 42

Personas can help to:

(choose the best answer)
* Understand the needs of a set of users.
* Formulate hypotheses about product value.
* Understand market potential.
* Discover key buying triggers.
* All of the above.

Personas are fictional characters that represent the different user types that might use your product or service in a similar way1. Personas can help you to2345:

Understand the needs of a set of users by creating empathy and insight into their goals, behaviors, and pain points.

Formulate hypotheses about product value by identifying the problems and opportunities that your product can address for each user type.

Understand market potential by estimating the size and characteristics of each user segment and their willingness to pay for your product.

Discover key buying triggers by exploring the motivations, influences, and decision-making processes of each user type.

Design and test your product features and user experience by using personas as a guide and a reference point. Reference:

1: Personas – A Simple Introduction

2: The Complete Guide to User Personas and How They Can Help Your Marketing Strategy (With Examples)

3: Personas | Usability.gov

4: The importance of personas for digital experience

5: Personas | Definition and Overview

NEW QUESTION 43

True or False: A benefit of using an agile approach is managing business risk more effectively.
* False
* True

NEW QUESTION 44

Which of the following are advantages of a Product Goal that is well-understood by the Scrum Team?

(choose the best three answers)
* A Product Goal is not mandatory in Scrum.
* It helps the Scrum Team keep focus and they can check any decision against it.
* It provides overall direction so Sprints will feel less like isolated pieces of work.
* It makes it easier to inspect incremental progress at the Sprint Review.
* It helps the Scrum Team to forecast when the entire Product Backlog will be delivered.

B: It helps the Scrum Team keep focus and they can check any decision against it: A well-understood Product Goal acts as a powerful magnet that propels Scrum teams towards value delivery34. It guides efforts, prioritizes activities, fosters collaboration, and ensures focus on delivering value to customers34.

C; It provides overall direction so Sprints will feel less like isolated pieces of work: The Product Goal provides context to the Product Backlog2. It can be thought of as the ‘why’ we are doing all of this work2. It can be used as the elevator pitch to ‘what is the Scrum Team working on?’2.

D: It makes it easier to inspect incremental progress at the Sprint Review: As each Increment is produced, the Product incrementally moves toward the Product Goal2. How that value is incrementally determined is very context-specific2.

NEW QUESTION 45

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. Reference: 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]

For those seeking to advance their Scrum knowledge and skills, the Scrum.org Professional Scrum Product Owner II (PSPO II) Exam offers a rigorous, certificate program that assesses the Product Owner's experience and proficiency in Scrum. The PSPO II Exam is an advanced-level certification that builds on the concepts and strategies covered in the PSPO I Exam. The PSPO II Exam requires deeper knowledge of Scrum and a higher level of practical application to complex product development scenarios.

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