Question 1

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)

Options:

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:

A, C

Question 2

Question Type: MultipleChoice

If a Product Owner finds themselves with more work to do than they can give attention to, what

strategy can help them achieve the things that need to be done?

(choose the best answer)

Options:

A- Break the product into components, each with their own Product Owner, and create a 'Chief Product Owner' role who is responsible for the integrated product.

B- Split the Product Owner role into 'Business Product Owner' and 'Technical Product Owner' roles to spread the work.

C- Delegate tasks like detailing Product Backlog items, interviewing users, and analyzing data to Developers.

D- All of the above.

E- None of the above.

Answer:

C

Explanation:

The Scrum framework encourages the delegation of tasks to promote team ownership and efficiency.Delegating tasks like detailing Product Backlog items, interviewing users, and analyzing data to Developers allows the Product Owner to focus on value maximization and leverage the skills of the Developers12. This approach aligns with the Scrum principle of self-organization and empowerment of the Development Team.

Question 3

Question Type: MultipleChoice

Your product's nearest competitor has lower market share, but has higher customer

satisfaction, though they lack some key features of your product. You are losing market share

to them as customers discover them. They release 3 times faster than you, which is helping

them to win customers. What should you do first in response?

(choose the best answer)

Options:

A- Add features to your next release that you think will retain and win customers.

B- Lower your product's price to make it more attractive to new and existing customers.

C- Improve your time-to-market and rate of innovation to improve your responsiveness.

D- Find new markets for your product that your competitor is not yet in.

Answer:

C

Explanation:

Verified Answer: C

Question 4

Question Type: MultipleChoice

Complete this sentence: The more uncertain you are about customer needs or market desires

(choose the best two answers)

Options:

A- the smaller each release should be.

B- the more you should focus on validating customer needs.

C- the more likely it is that you should invest in a different product.

D- the more important a risk management plan becomes.

Answer:

A, B

Explanation:

Verified Answer: A, B

Very Very Short In the context of Scrum and the PSPO II guidelines, when there is uncertainty about customer needs or market desires, it is recommended to make smaller releases to allow for quicker feedback and adaptation (A), and to increase the focus on validating customer needs to ensure that the product development is aligned with what customers actually want (B). This approach is consistent with the principles of empiricism and agility, which emphasize the importance of transparency, inspection, and adaptation123.

Question 5

Question Type: **MultipleChoice**

Who is accountable for creating a valuable, useful Increment every Sprint?

(choose the best answer)

Options:

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.

Question 6

Which of the following might the Scrum Team discuss during a Sprint Retrospective?

(choose the best answer)

Options:

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.

Question 7

Question Type: **MultipleChoice**

Which phrase best describes a Product Owner?

(choose the best answer)

Options:

A- Go-between for the Developers and customers.

B- Requirements engineer.

C- Team manager.

D- Value maximizer.

Answer:

D

Explanation:

According to the Scrum Guide, the Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team1.This means that the Product Owner is responsible for defining, prioritizing, and delivering the features and functionalities that create the most value for the customers, users, and stakeholders of the product2.The Product Owner does this by managing the Product Backlog, collaborating with the Developers and the Scrum Master, validating the product assumptions and hypotheses, and measuring the outcomes and impacts of the product3.The Product Owner is not just a go-between, a requirements engineer, a team manager, or any other traditional role, but rather a value maximizer who drives the product vision and strategy, and ensures that the product delivers the desired benefits and solves the real problems4

Question 8

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)

Options:

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:

A, B

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.

Question 9

Question Type: **MultipleChoice**

Organizations should reduce their investment in a product when the product's:

(choose the best answer)

Options:

A- Unrealized Value is very small.

B- Current Value is very low.

C- Current Value is very high.

D- Unrealized Value is very large.

E- None of the above.

Answer:

A

Explanation:

Unrealized Value is the value that could be realized by meeting all potential needs of the customer or user1. It represents the opportunity for growth and innovation. When the Unrealized Value of a product is very small, it means that the product has reached a saturation point in the market, and there is little room for improvement or differentiation.Investing more in such a product would not yield much return, and might even cannibalize the Current Value of the product, which is the value delivered to the customer or user today1.Therefore, organizations should reduce their investment in a product when its Unrealized Value is very small, and focus on other products or opportunities that have higher Unrealized Value

Question 10

Question Type: MultipleChoice

You have more ideas for new products than you have money to invest. What should you do?

(choose the best answer)

Options:

A- Fund small experiments to test the proposed ideas and assumptions, then evaluate results.

B- Rank proposals by market potential (Unrealized Value) and fully fund as many as you can.

C- Invest in the proposals that have the highest projected Current Value for the next year.

D- Invest in all of them, but at proportionally lowered amounts, and see how they all perform.

Answer:

A

Explanation:

According to the Professional Scrum Product Owner II guide, one of the key competencies of a Product Owner is to validate product assumptions and hypotheses using empirical evidence1.This means that instead of investing a lot of money and time into building a

product based on unproven ideas, the Product Owner should conduct small experiments to test the viability, desirability, and feasibility of the product2. These experiments can take various forms, such as prototypes, mockups, surveys, interviews, landing pages, etc.The goal is to gather feedback from real or potential users and customers, and measure the outcomes against predefined success criteria3.Based on the results of the experiments, the Product Owner can then decide whether to persevere, pivot, or terminate the product idea4. This approach helps to reduce the risk of wasting resources on products that nobody wants or needs, and to focus on the most valuable and promising ideas.

Question 11

Question Type: **MultipleChoice**

What are the accountabilities of a Tester on a Scrum Team?

(choose the best two answers)

Options:

A- Finding bugs to assure quality.

B- Creating code coverage reports for the test manager.

C- Checking the work of the Developers.

D- There is no specific tester role.

E- Everyone on the Scrum Team is accountable for the quality of the product.

Answer:

D, E

Explanation:

According to the Scrum Guide, the Scrum Team consists of one Scrum Master, one Product Owner, and Developers. There is no distinction between different types of Developers, such as testers, programmers, designers, etc. The Developers are the people who deliver a potentially releasable Increment of "Done" product at the end of each Sprint.They are accountable for creating and adhering to the Definition of Done, ensuring technical excellence and good design, and collaborating with the Product Owner to maximize value1. Therefore, everyone on the Scrum Team is responsible for ensuring the quality of the product, and there is no specific tester role. However, this does not mean that testing skills are not needed or valued.On the contrary, testing is an essential activity that supports the team and critiques the product throughout the development process2.A professional tester can contribute to the Scrum Team by coaching the team on testing techniques, tools, and practices, helping the team to define clear and unambiguous acceptance criteria, challenging the team to consider different scenarios and edge cases, creating and executing test plans, and providing feedback on the product's usability, performance, security, and other aspects3. A professional tester can also collaborate with the Product Owner to ensure that the product meets the expectations and needs of the stakeholders and users.

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