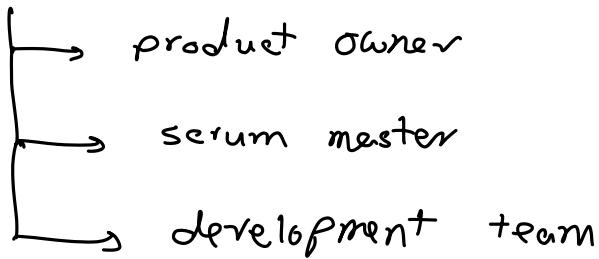


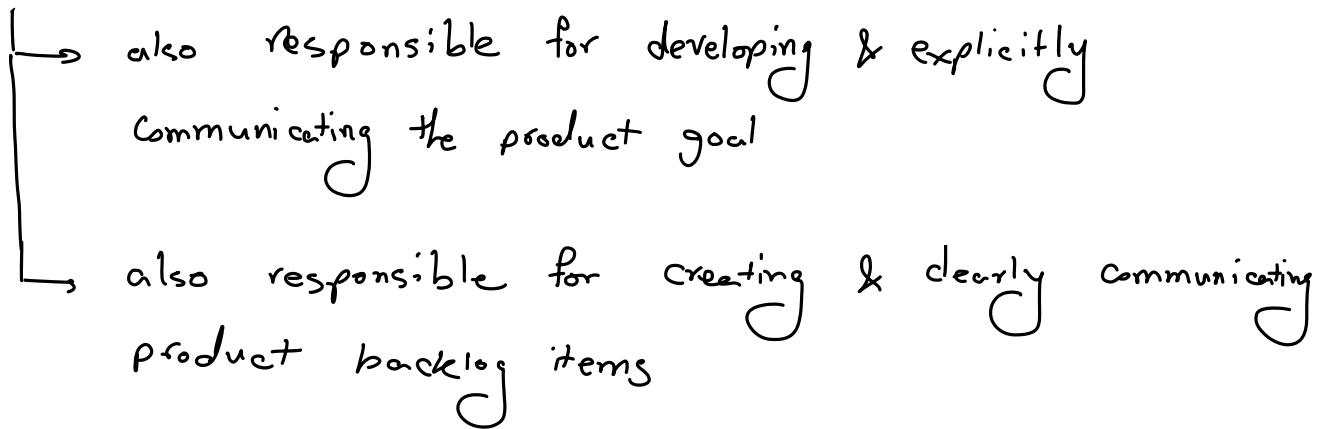
PSPO II Scrum Product Owner Certification Preparation 2023

⚠ Scrum team

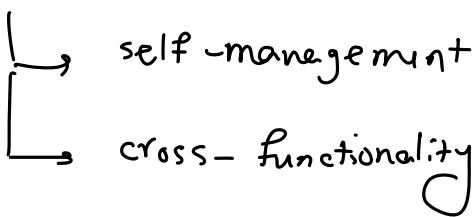


⚠ there should be one product owner for one product

⚠ product owner is responsible for maximizing product value



⚠ Scrum master coaches team members in



⚠ Scrum is founded on empiricism & lean thinking

⚠ Scrum pillars :

- ① transparency
- ② inspection
- ③ adaption

⚠ The purpose of daily scrum is to inspect progress towards the sprint goal and adapt the sprint backlog as necessary

⚠ Question 1

The Scrum Master is inexperienced and suggests that Developers with rare skills should be involved with multiple Scrum teams. Which are likely outcomes from such a decision?
(choose all that apply)

- A. More work gets done since people with specialisms are better utilized.
- B. Teams may become “bottlenecked” waiting for key Developers.
- C. Dependencies are created.
- D. Employee costs are lower since expensive skilled employees are shared.
- E. Teams will not be cross-functional.

⚠ Question 2

A separate Product Owner and Product Backlog is needed for every:
(choose the correct answer)

- A. Product
- B. Portfolio
- C. Program
- D. Project

A Question 3

Who tells the Developers how to turn Product Backlog items into Increments of value?

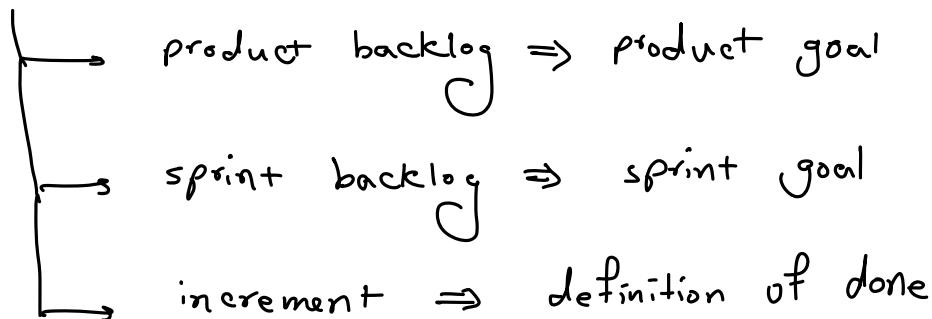
- A. The Scrum Master
- B. The Product Owner
- C. The Lead Developer
- D. None of the above

A Question 4

During the Sprint, what will the Product Owner be doing?
(choose all that apply)

- A. Updating the Sprint burndown chart.
- B. Answer questions from the Developers about items in the current Sprint.
- C. Running the Daily Scrum.
- D. Prioritizing the Developer's tasks in the Sprint Backlog.
- E. Reordering items in the Product Backlog.
- F. Gathering more information and opinions from stakeholders.

A Scrum artifacts



A product backlog refinement is the act of breaking down & further defining product backlog items into smaller more precise items

⚠ Question 5

Which is the best description of the Sprint Backlog as a result of Sprint Planning?
(choose the best answer)

- A. It is an exhaustive list of all tasks for the Sprint.
- B. It is a task list where every Developer has signed up for all the tasks that they intend to do in the Sprint.
- C. It is a list of the User Stories estimated in story points, and a list of corresponding tasks that are estimated in hours.
- D. It is a decomposition of Product Backlog items such that enough work is decomposed for at least the first days of the Sprint.
- E. It must be ordered by the Product Owner.

⚠ each sprint should have at least one increment

⚠ if a product backlog item does not meet definition of done,
it can not be released or even presented at the sprint review

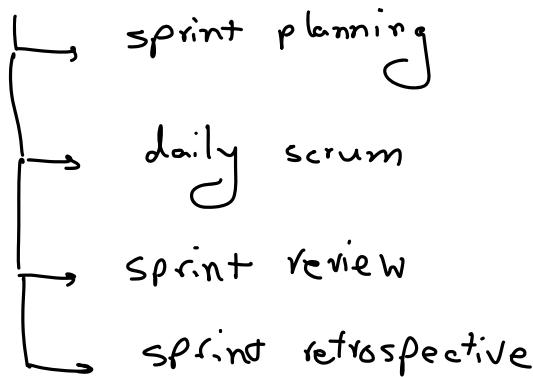
⚠ Question 6

As the Product Owner you realise the last increment did not meet the full Definition of Done and you are concerned about its quality. What is the likely result?

(choose all that apply)

- A. The Increment should not be released.
- B. The project manager cannot effectively update the plan.
- C. The next Sprint's velocity may be interrupted when quality issues are encountered.
- D. The incomplete Sprint Backlog items should be returned to the Product Backlog.
- E. The indication of progress on the Product Backlog is not transparent.

⚠ Scrum events



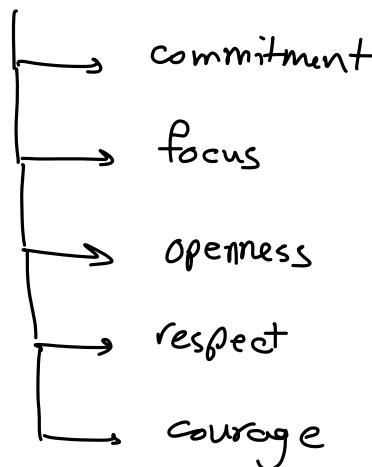
⚠ Question 7

Which statement is the **best** description of the Sprint Review?

(Choose the best answer)

- An examination of the work completed by the Developers during the Sprint.
- A showcase of the functionality accomplished in the Sprint.
- A chance to evaluate the Sprint's outcome and decide on future adjustments.
- A meeting to retrospectively analyze the team's performance during the Sprint.
- A planning session to decide on the scope of work for the next Sprint.

⚠ Scrum values



⚠ Question 8

Which two Scrum Values are primarily impacted when an individual or team switches tasks or encounters interruptions often?
(choose the best two answers)

- A. Commitment.
- B. Focus.
- C. Openness.
- D. Respect.
- E. Courage.

⚠ Question 9

The Developers in the company you work at complain that they feel frustrated by constant interruptions and useless meetings, and much of their past work has resulted in being unneeded. You notice that some of your best Developers are leaving.

What measurements should you consider for informing you on how to improve employee retention rates?
(choose the best answer)

- A. The Innovation Rate, which is the ratio of new work to total work.
- B. The On-Product Index, which measures the proportion of work related to the product to total work.
- C. Employee Net Promoter Scores, which measures the overall job satisfaction and company satisfaction of the developers.
- D. All of the above.

⚠ organizational design

- ① self - management
- ② cross - functionality
- ③ iterative development
- ④ inspecting
- ⑤ adapting

⚠ Question 10

Who tells the Developers how to turn Product Backlog items into Increments of value?

- A. The Scrum Master
- B. The Product Owner
- C. The Lead Developer
- D. None of the above

⚠ Question 11

Which of the following are true about Scrum?
(Select all that apply).

- A. Scrum is similar to traditional processes, with the key difference being self-management replacing Project Managers.
- B. Scrum is founded on the principles of empiricism.
- C. Scrum is a framework designed to deliver value through adaptive solutions for complex problems.
- D. Scrum is a methodology that allows you to selectively implement components based on your organization's specific needs.
- E. Each element of Scrum serves a distinct purpose and is crucial for the successful application of Scrum in building complex products.

⚠ Empiricism asserts that knowledge comes from experience & making decisions based on what is observed

⚠ Lean Thinking reduces waste and focuses on the essentials

A Question 12

You release a feature that came from requirements provided to you from a key stakeholder. You find that the feature doesn't actually get used. You suspect the key stakeholder and other stakeholders don't understand the needs of the users as much as they think. Should you discuss this with them?
(choose the correct answer)

- A. Yes. They should realise their association with wasted effort.
- B. No. You should show that the feature hasn't been used yet, but suggest it might be used in the future.
- C. No. Look for new users who need this feature.
- D. Yes. If you share what you learned from the release, it may help them improve their understanding and ability to research what users actually need.

A Question 13

As the Product Owner you monitor and share your product's usage dashboard which shows usage rate by feature. The data shows a particular feature is seldom used. An influential stakeholder disputes the data, and insists that the particular feature is essential, despite indicated low usage rates. The stakeholder believes that measuring feature usage is a waste of time, as it is obvious that the feature should be useful. You have confirmed that the data is accurate. What should you do?
(choose the best answer)

- A. Stop measuring feature usage to please the stakeholder.
- B. Continue measuring feature usage and use it to inform your decisions, but do not publish it.
- C. Keep measuring and openly share the data for transparency, and use it for decision-making.
- D. Remove the feature.

⚠ Question 14

Which statement is the **best** description of the Sprint Review?
(Choose the best answer)

- An examination of the work completed by the Developers during the Sprint.
- A showcase of the functionality accomplished in the Sprint.
- A chance to evaluate the Sprint's outcome and decide on future adjustments.
- A meeting to retrospectively analyze the team's performance during the Sprint.
- A planning session to decide on the scope of work for the next Sprint.

⚠ The product goal describes a future state of the product which can serve as a target for the Scrum team to plan against

⚠ A vision should be

- inspiring
- strategically sound (achievable)
- documented (written down)

⚠ A product vision needs to be

- focused
- emotional
- practical
- persuasive

A The goal-oriented product roadmap

↳ outlines the high level initiatives and major milestones that need to be achieved to reach the desired goals

A A story map is a visual representation of the user journey or workflow for a product

A Question 15

Who is accountable for ensuring the Product Goal is communicated and maintained?

(choose the best answer)

- A. The Product Owner.
- B. The Developers.
- C. Executive Sponsors.
- D. Stakeholders.
- E. All of the above.

A Question 16

As a Product Owner in scaled Scrum with multiple Scrum teams, what approach would be most beneficial when you are unable to dedicate enough time to each team?

(choose the best option)

- A. Hire additional Product Owners for every product component.
- B. Collaborate with the Program Management Office to receive the necessary support.
- C. Assemble a group of Proxy Product Owners from the current Scrum Team members.
- D. Ensure all Scrum Teams have a thorough grasp of the Product Vision, so they can be guided by it if you delegate certain tasks to the Developers.
- E. All the above options are valid; the decision depends on the specific situation.

A Question 17

What are the key advantages of a Product Owner sharing a well-defined Product Vision and ensuring everyone understands it properly?
(select the top three answers)

- A. A Product Vision offers a comprehensive direction, ensuring that Sprints deliver significant value.
- B. It keeps the Scrum Team focused and offers a reference point for their decisions.
- C. A Product Vision is not compulsory in Scrum, and it doesn't provide any direct advantages.
- D. A Product Vision helps the Scrum Team to commit to completing the remaining work in the Product Backlog
- E. A Product Vision enables the Sprint Review to assess incremental progress effectively.

A Question 18

Scrum is about getting started, the right product will emerge eventually.

True or False?

- A. True
- B. False

A Question 19

You are an experienced Product Owner and team leader. You want to ensure your vision inspires and creates motivation.

Which of the below elements might you included in the Product Vision and strategy to maintain enthusiasm for the product among stakeholders? (choose all that apply)

- A. A description of how the product will generate revenue.
- B. A description of how your product will be used to achieve outcomes.
- C. A description of how the product competes against others in the market.
- D. A description of the product's users and what they want to achieve.
- E. A description of what value the product brings to the users and how it can be measured.

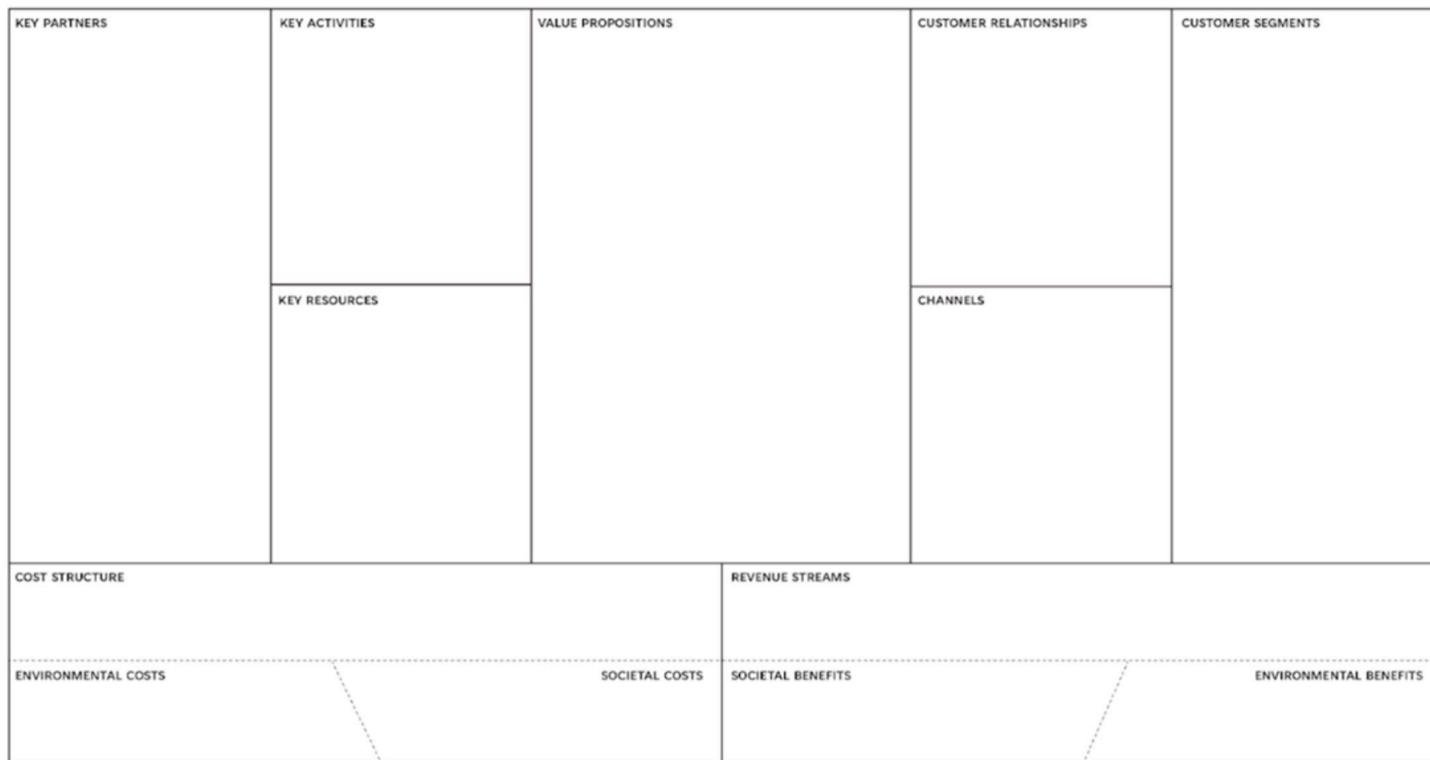
△ Product strategy answers the question

↳ "How will the product succeed?"

△ Business strategy answers the question

↳ "How will the business succeed?"

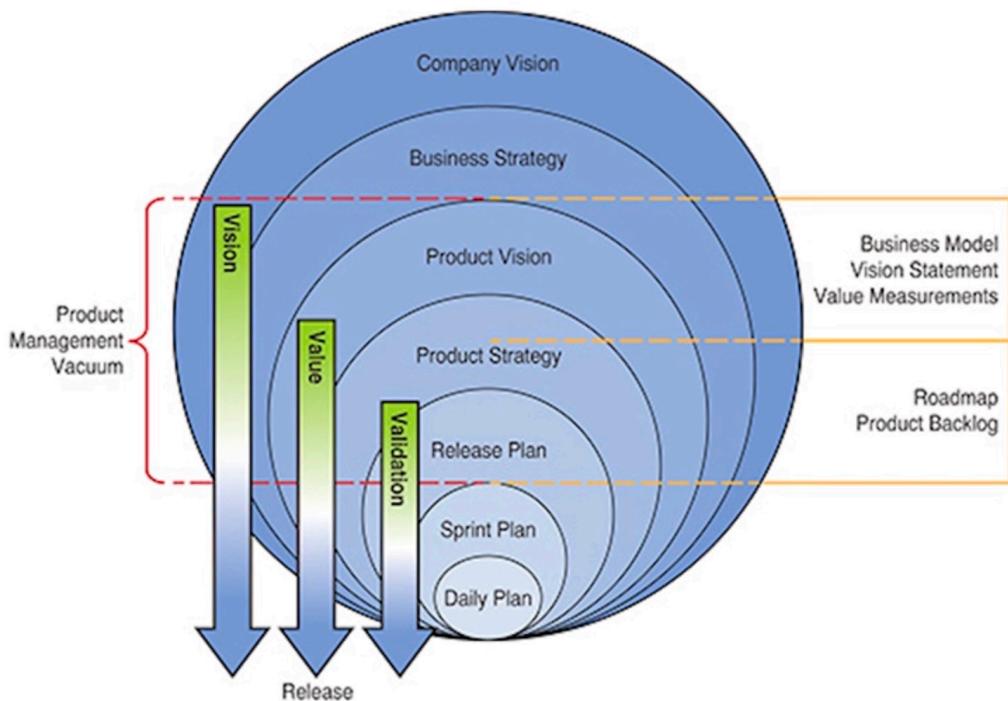
△ Business Model Canvas



△ The project mindset defines success from the "inside out" measuring things like scope, time, budget etc. leading to more people management & task management

△ A product mindset is an "outside-in" approach using measures like user adoption rate & other key value measures (KVM) to actually measure the value delivered

⚠ Product management vacuum



⚠ The MVP is a version of a product or service that has the minimum set of features required to meet the needs of early customers or users

⚠ The primary goal of an MVP is to test & validate the product concept, gain insights from user feedback, and iteratively improve the product based on that feedback

⚠ Question 2G

Why would you consider reducing investment in a product?
(choose the best option)

- A. When the Unrealized Value is extremely low.
- B. When the Current Value is extremely low.
- C. When the Current Value is extremely high.
- D. When the Unrealized Value is extremely high.
- E. None of the above.

⚠ Question 21

A "cone of uncertainty" can be used for?
(choose the best answer)

- A. Determining whether to cut quality, similar to the "Iron Triangle" of project management.
- B. Rapidly identifying and prioritizing all uncertainties.
- C. Representing the relative level of difficulty for predicting the velocity of individual team members.
- D. Visualizing the uncertainty of the potential value that a Scrum Team delivers over time.

⚠ Product Owner is accountable for product backlog management

⚠ Product owner may choose to delegate but still remains accountable

⚠ One product → one product goal → one product backlog
→ one product owner

⚠ Question 22

Which of the below are true regarding the Product Backlog?
(choose the best two answers)

- A. Only the Product Owner can place items on the Product Backlog.
- B. All Product Backlog items must be expressed as user stories.
- C. The Product Backlog should be visible to the Scrum Team and stakeholders.
- D. The Product Backlog is ordered by the Product Owner.
- E. The Product Backlog represents the input of all stakeholders and eliminates any need for the Developers to speak to stakeholders.
- F. All Product Backlog items must be identified before the first Sprint begins.

Question 23

When should the Scrum Team do Product Backlog refinement?
(choose the best answer)

- A. During any Sprint as needed, ideally in advance of the upcoming Sprint.
- B. The Product Owner takes the time between the Sprints to do it.
- C. It must be done by Sprint 0.
- D. In the current Sprint if they have been unable to do it in preceding Sprints.
- E. Business Analysts will do the refinement work for the Scrum Team, usually 1-2 Sprints ahead of the development Sprints.

Question 24

If the Product Owner is struggling to find time to complete all of his/her work, what can he/she do to ensure the Product Owner accountabilities are met?
(choose the best answer)

- A. Reduce the product into components, and assign a Product Owner to each, then assume the role of "Chief Product Owner" responsible for the integrated product.
- B. Divide the Product Owner role into "Business Product Owner" and "Technical Product Owner" roles to share the work.
- C. Delegate tasks to Developers, like detailing Product Backlog items, interviewing users, and analyzing data.
- D. All of the above.
- E. None of the above

Question 25

Who has accountability for clearly expressing the Product Backlog Items?
(choose the best answer)

- A. The Developers.
- B. The Scrum Master.
- C. The Scrum Master, with the option to enlist the Developers' assistance.
- D. The Product Owner, who can designate a team member within the Scrum Team to handle the task.
- E. The Scrum Master, with the option to enlist the Product Owner's assistance.

⚠ Question 26

Managing the Product Backlog involves which of the following?
(choose all that apply)

- A. Ordering the items.
- B. Forecasting the effort required of Product Backlog items.
- C. Reviewing the Product Backlog items with stakeholders.
- D. Breaking large Product Backlog items into multiple smaller Product Backlog items.
- E. Reducing or ideally eliminating dependencies between items

⚠ Question 27

When should the project plan be updated?
(choose the best answer)

- A. The project plan must be updated before to the Daily Scrum.
- B. After the Daily Scrum to ensure an accurate daily overview of project progress.
- C. Before the Sprint Planning to know how much work will have to be done in the Sprint.
- D. The Product Backlog is the plan in Scrum. It is updated as new information and insights emerge.

⚠ Question 28

If Sprint Backlog items are not clear what might be the concerns?
(choose the best 4 answer)

- A. There is no concern, the Developers do not need the items to be clear.
- B. The Scrum Master has failed, the Scrum Master is changed and the Sprint is re-started.
- C. Decisions made on those items may be bad decisions.
- D. The team might have different understandings and different basis for adaptation.
- E. Development time might be wasted.
- F. The Developers will have difficulty creating a forecast of work for the Sprint without more clarity.

- △ The sprint goal, the product backlog items selected for the sprint, plus the plan for delivering them are together referred to as the sprint backlog
- △ Progress measurement is mandatory in scrum
- △ The product owner measures the progress of the project once per sprint to ensure value is being delivered (in the sprint review)
- △ the burn-down chart shows the remaining work across time.
- △ the burn-up chart shows the complete work & total work
- △ Question 29

The Sprint Backlog represents the Sprint forecast, but what is the best description of a Sprint forecast?
(choose the best answer)

- A. A tool for management to monitor team performance and capacity.
- B. A commitment by the Developers to deliver a particular set of Product Backlog items.
- C. Useful for the stakeholders to know what tasks individual Developers are responsible for.
- D. The amount of work the Developers believe they can complete in that Sprint.

Question 30

A new Scrum team has been ineffective at forecasting the effort required for their Sprint Backlog items. Due to items taking longer than predicted, they fear they will not be able to meet the Sprint Goal and inform yourself as the Product Owner. What first action should you take?
(choose the best first option)

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

Question 31

If Product Backlog items are not clear during Sprint Planning what might happen?
(choose the best answer)

- A. The team cancel the meeting so backlog refinement can be done first.
- B. The Scrum Master has failed, the Scrum Master is changed and the Sprint is re-started.
- C. Sprint Planning will take longer as the Product Owner needs to explain backlog items.
- D. There will be no impact on Sprint Planning or the Sprint.
- E. Nothing, so long as the Product Owner gives the Developers a clear Sprint Goal.
- F. The Developers will have difficulty creating a forecast of work for the Sprint without more clarity.



Question 32

Over the last few Sprints the Developers have struggled to get all their forecasted work done to meet the Sprint Goals. What should the Product Owner do to help the Developers to improve their forecasting for the next few Sprints?
(choose all that apply)

- A. Bring this up in the next Sprint Retrospective to discuss why this happens and what changes will help to fix it.
- B. Add more Developers to the team so they can get more done.
- C. Change low performing Developers for high performers.
- D. Ask the Scrum Master to show the Developers techniques for improving their ability to forecast work.
- E. The Product Owner should spend more time with the Developers.



Question 33

Burndown charts are a visual aid to showing progress, what does it track?
(choose the best option)

- A. Individual worker productivity.
- B. Work remaining across time.
- C. Accumulated business value delivered to the customer.
- D. Accumulated cost.



Question 34

Which of the below are mandatory in Scrum?
(choose all that apply)

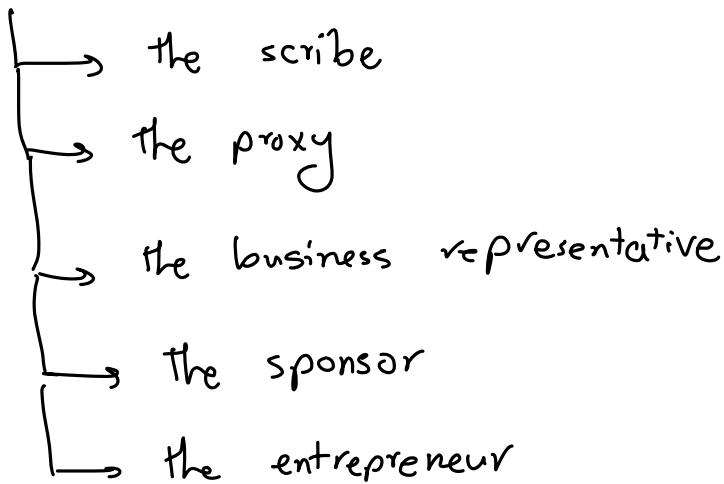
- A. Burndown chart.
- B. Feature burn-up.
- C. Critical Path Analysis.
- D. Refactoring.
- E. Project Gantt chart.
- F. None of the above.

⚠ Question 35

A "cone of uncertainty" can be used for?
(choose the best answer)

- A. Determining whether to cut quality, similar to the "Iron Triangle" of project management.
- B. Rapidly identifying and prioritizing all uncertainties.
- C. Representing the relative level of difficulty for predicting the velocity of individual team members.
- D. Visualizing the uncertainty of the potential value that a Scrum Team delivers over time.

⚠ Product Owner Stages



⚠ Product owner stances

Good ① The visionary

② the customer representative

③ the decision-maker

④ The experimenter

⑤ the influencer

⑥ the collaborator

Bad

① The clerk

② the story writer

③ the manager

④ the project manager

⑤ The subject matter expert

⑥ the gatekeeper

A Question 36

Which of the following would be wrong for a Product Owner to do?
Select the best answer.

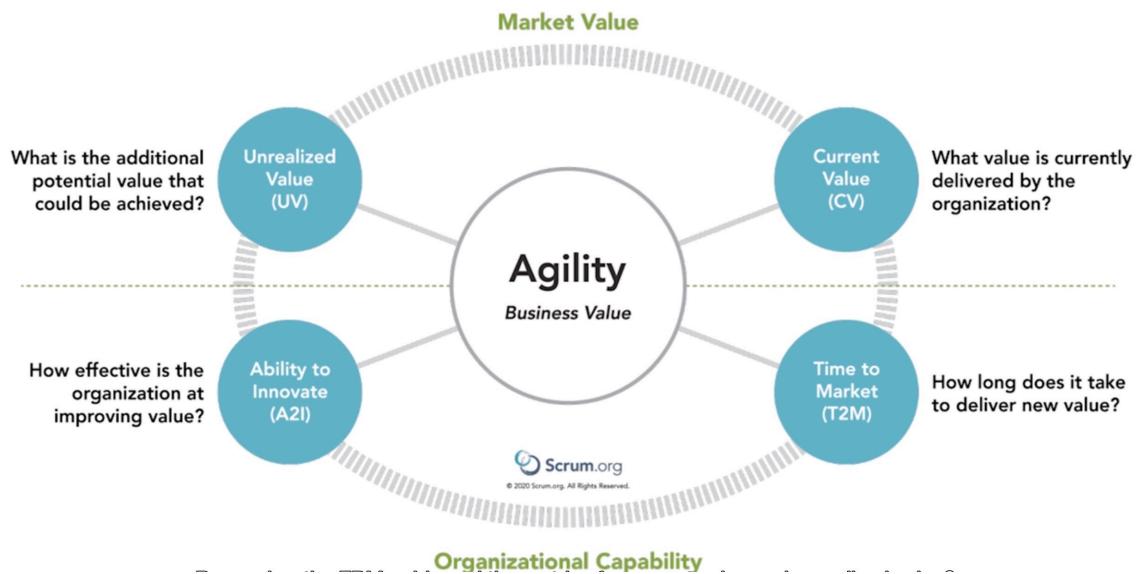
- A. Approve the work completed during the Sprint.
- B. Determine the timing for releasing the product Increment.
- C. Set a Product Goal.
- D. Set the Sprint Goal without consulting the team.

A Question 37

A Scrum Team has been working together for 10 Sprints and the Developers have become quite mature as a team, working well together and have a good understanding of the product. A new Product Owner is appointed and doesn't know much about the product or the company. What activities would you recommend that the Product Owner focuses on? (choose the best 2 answers.)

- A. Tell the Product Owner to focus on the requirements and make sure there are no ambiguities or potential misunderstandings in the Product Backlog. Capture requirements in an analysis stage which would be considered the main output of an analysis Sprint.
- B. Advise the Product Owner to start building great relationships with the stakeholders and set up ongoing interaction with them. This will help the Product Owner maximise the value of the product in an environment of changing organizational or market expectations.
- C. You advise the Product Owner to rely on the others in the Scrum Team and the stakeholders for amending the Product Backlog for now, but work closely with them to get up to speed as soon as possible. This is because they are the most knowledgeable about the market and the product for now.
- D. You inform the Product Owner that the Developers need to be updated on changing business priorities daily. This is why there is a Daily Scrum meeting.

A product value



- △ leading indicators are proactive to provide insights into future outcomes, for example : market research & trend analysis
- △ lagging indicators are retrospective metrics that measure past performance & outcomes, for example : revenue per product
- △ time - to - market
 - ↳ how long does it take us to deliver value to the customers and users ?
- △ ability to innovate
 - ↳ how effective is the organization at improving value

△ Question 38

Your company is trying to raise venture capital. Your CEO has asked you to speak with a potential stakeholder investor. This person wants to see data to assess the value your product is delivering. Which measures might give insight into this? (choose all that apply)

- A. The weekly velocity of the Developers.
- B. Revenue per Employee.
- C. Market Share.
- D. The average selling price as compared to close competitors.
- E. Product profitability.

Question 39

In order to justify the price increase of a product, your primary objective should be to...
(choose the best answer)

- A. Enhance the product by adding more features.
- B. Improve the value experienced by the customer.**
- C. Reduce the number of features to improve ease of use.
- D. Lower the price temporarily before raising it higher than the original.

Question 40

You have a furniture company that manufactures multiple products. You are considering the allocation of new investment funds for 2 products in particular.

Product A has a wider target audience but experiences lower customer satisfaction, and Product B currently generates higher revenue.

Given this information, which of the below investment approaches would you pick?

- A. Initially invest in both equally, regularly evaluating the effects of new investments and marketing campaigns for both products.
- B. Invest in Product A to enhance its market share, customer satisfaction, and revenue generation.**
- C. Explore increasing marketing efforts for Product B to grow its market share.
- D. All of the above.

A Question 41

The company you work for desperately needs to boost the market share of one of its key products.

The sales department is urging for a price reduction to lure more customers with attractive prices, while the accounts department is worried about a potential loss of profitability with reduced prices. What are the top four sources of information to consider when evaluating the sales leader's proposal to reduce the price?

- A. Market share analysis.
- B. Assessment of the channel sales strategy.
- C. Company's earnings targets.
- D. Competitor pricing analysis.
- E. Examination of customer satisfaction levels.
- F. Identification of unaddressed customer needs.

A Question 42

After a recent big release, you as the Product Owner look at the usage data per feature, new and old. To your surprise the data reveals that several features you and your stakeholders deemed crucial are actually among the least used by your customers. What steps would you take to investigate this situation?

(select all that apply)

- A. Immediately remove the least-used features.
- B. Conduct further analysis on the newly released features to determine if developers implemented them correctly.
- C. Design an experiment to identify the features users perceive as valuable.
- D. Engage with some of your users to gain a better understanding of their needs.
- E. Consider removing the features that have never been used.

⚠ Question 43

Your organization has recently adopted Scrum. Management seeks to quantify the benefits gained by Scrum thus far. Which metrics are most useful in assessing if value is being delivered in terms of the features released and the organizations adoption of Scrum. Which two metrics would be most suitable? (choose the best two options)

- A. Time to market.
- B. Customer satisfaction.
- C. Team velocity.
- D. Work efficiency.
- E. Expenditure.

⚠ Question 44

A new social media app has entered the market and is starting to steal customers away from your company's primary social media product. After studying this competition you realize they release new and useful features quicker than you can and their app store star rating is higher than yours. What is your best course of action?

(choose the best option)

- A. Enhance your next release with new features to improve current value, retain users and attract new ones.
- B. Decrease your product price to make it more appealing.
- C. Improve your time to market and ability to innovate to respond faster.
- D. Shift your product to a market with less competition.

⚠ Question 45

A new social media app has entered the market and is starting to steal customers away from your company's primary social media product. Your competition releases new and useful features quicker than you can and their customers are more satisfied. You realise you need to improve your T2M. How can you do this? (choose all that apply)

- A. Removing internal communication bottlenecks.
- B. Removing activities that do not add value to the development and delivery process.
- C. Use automation to improve speed.
- D. Taking control of and improve the delivery pipeline.
- E. Reducing the number of features in each product release.

⚠ Question 46

In order to justify the price increase of a product, your primary objective should be to...

(choose the best answer)

- A. Enhance the product by adding more features.
- B. Improve the value experienced by the customer.
- C. Reduce the number of features to improve ease of use.
- D. Lower the price temporarily before raising it higher than the original.

⚠ Question 47

The Developers in the company you work at complain that they feel frustrated by constant interruptions and useless meetings, and much of their past work has resulted in being unneeded. You notice that some of your best Developers are leaving.

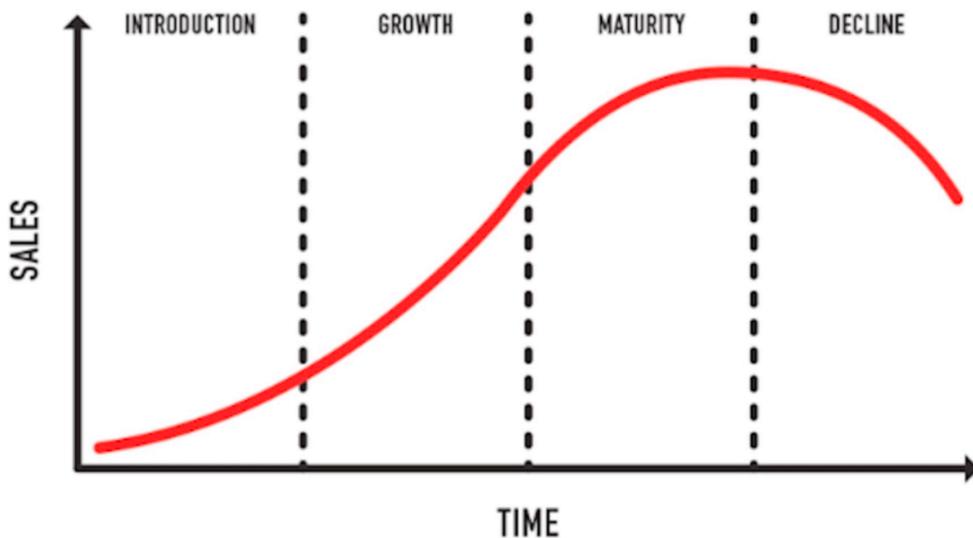
What measurements should you consider for informing you on how to improve employee retention rates?

(choose the best answer)

- A. The Innovation Rate, which is the ratio of new work to total work.
- B. The On-Product Index, which measures the proportion of work related to the product to total work.
- C. Employee Net Promoter Scores, which measures the overall job satisfaction and company satisfaction of the developers.
- D. All of the above.

⚠ The increment has to meet the definition of done

⚠ Product life cycle



⚠ Question 48

As a Product Owner, you are faced with multiple stakeholders, each with at least one feature they consider crucial for the next release. You have verified that these feature requests are valid and could enhance your product. What is the best course of action? Choose the best answer.

- A. Release the product once you can deliver at least one valuable outcome, even if not all features have been implemented.
- B. Prioritize the needs of the two most influential stakeholders and release once their requirements are met.
- C. Escalate the situation to the steering committee for a decision.
- D. Delay the release until all essential features are completed and integrated into the product.

⚠ Question 49

Your organization has recently adopted Scrum. Management want to know which metrics are most useful in assessing how valuable the users find the product. Which two metrics would be most suitable?
(choose the best two options)

- A. Customer satisfaction.
- B. Team velocity.
- C. Number of features released per month
- D. On-time release ratio.
- E. Frequency of use per feature.

Question 50

The smallest amount of progress that can still be considered valuable enough to be released is one that:
(choose the best option)

- A. Delivers a single new or improved outcome.
- B. Adds a new feature.
- C. Fixes at least one defect.
- D. Delivers all Sprint Backlog items.

Question 51

Why does Agile insist on frequent product releases?
(choose the best option)

- A. They enable teams to inspect and adapt more frequently.
- B. They help teams better understand and meet customer needs.
- C. They help teams to learn how to correct and eliminate errors.
- D. Smaller, more frequent releases are less risky.
- E. All of the above.
- F. None of the above.

Question 52

You work for a bank that has many financial products such as investment funds, credit cards, high interest savings accounts and more. The issue is, when one of these products changes it impacts the return on investment (ROI) and this has a knock on effect to the other products the bank offers as investors compare ROI between the products. What can you do to reduce this issue?
(choose the best answer)

- A. To ensure consistency, create a centralized and coordinated multi-product development plan.
- B. Appoint one Product Owner to oversee all the products.
- C. Ensure that the Program Office manages all releases of all products.
- D. Form products that are as independent as possible and let each product determine their own release plans, but ensure coordination.
- E. All of the above.

⚠ Question 53

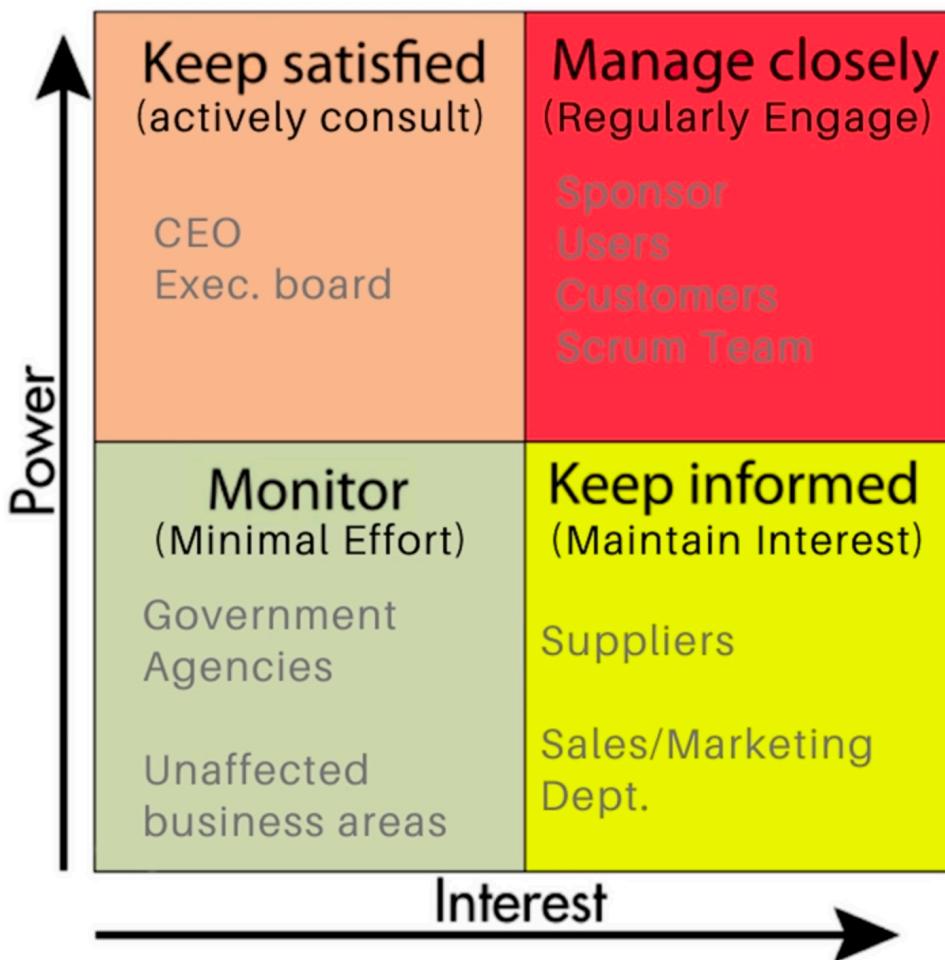
You are put in a difficult position by the Executive team. Your product is losing paying customers. The CEO believes new features delivered at a quicker rate will bring customers back. The marketing executive thinks the loss of customers is down to a shrinking market and increasing new feature releases won't make much difference at this point. Which action might you take?

(choose the best answer)

- A. Suggest voting to the stakeholders to decide which options should be considered.
- B. Agree with the CEO and add features to the Product Backlog as it might increase your customer base.
- C. Acknowledge the views of the CEO but decline to add more features to the product.
- D. Collaborate with the Executive team to run a small experiment to make an informed decision.

⚠ the most important stakeholders are the users

⚠ How to manage different stakeholders



A Question 54

After examining your product's customer base, you discover that various customer types utilize your product in distinct ways. Given this insight, what is the best thing to do? (choose the best answer)

- A. Maintain a single product but adopt different marketing strategies for each customer type.
- B. Consider developing separate products tailored to the needs of each customer type.
- C. Retain a single product, ensuring that each release caters to every customer type.
- D. Take no action; focus on new features to attract new customers and boost sales.

A Question 55

After a recent big release, you as the Product Owner look at the usage data per feature, new and old. To your surprise the data reveals that several features you and your stakeholders deemed crucial are actually among the least used by your customers. What steps would you take to investigate this situation?

(select all that apply)

- A. Immediately remove the least-used features.
- B. Conduct further analysis on the newly released features to determine if developers implemented them correctly.
- C. Design an experiment to identify the features users perceive as valuable.
- D. Engage with some of your users to gain a better understanding of their needs.
- E. Consider removing the features that have never been used.

A Question 56

As the Product Owner you monitor and share your product's usage dashboard which shows usage rate by feature. The data shows a particular feature is seldom used. An influential stakeholder disputes the data, and insists that the particular feature is essential, despite indicated low usage rates. The stakeholder believes that measuring feature usage is a waste of time, as it is obvious that the feature should be useful. You have confirmed that the data is accurate. What should you do?

(choose the best answer)

- A. Stop measuring feature usage to please the stakeholder.
- B. Continue measuring feature usage and use it to inform your decisions, but do not publish it.
- C. Keep measuring and openly share the data for transparency, and use it for decision-making.
- D. Remove the feature.