PSPO 2   Study

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When many agile teams are working on different products, why is it not necessary for them to create a common status reporting dashboard of work performed in order for management to understand the status of each team?	Understanding progress against goals provides the best insights to a team's progress, not arbitrary measures like work performed or performance against schedule. The teams could work together to develop a common way to share their goals and what they achieve in each planning period against those goals
Your company has many unique variations of the same product that it sells to different customers. Maintaining all these versions leaves you no time to improve the product. What measures should you examine to help you to improve your ability to deliver value?	Spending most of your time maintaining different versions of a product is a clear sign that technical debt may be limiting your ability to innovate
Explain a situation where you would create a Value Stream Map to understand the current process and its bottlenecks.	An example of when to use a Value Stream Map would be: A CEO thinks you can deliver faster and different managers have varying solution ideas on how to get quicker delivery. You can't pursuing every idea and some may not be worth pursing. The Value Stream Map could help understand the problem and where to improve.
You release your product to customers every month which is better than competitors. Most delivered features are minor changes, or corrected features, but customer satisfaction remains low. To improve the competitiveness of your product, what key value areas should be your focus?	-Unrealized value -Ability to Innovate
Your product sales are finally behind competitors, but you don't know why. Which Key Value areas would give you the best insights into what to do next?	Current Value and Unrealized Value Focus first on whether of how your product delivers value to customers as well as whether your customers have unmet needs that your competitors are more effectively meeting
What is the benefit of using Agile approach?	A benefit of using Agile approach is managing business risk more effectively because unmanaged risk can reduce the long-term ability of an organization to deliver value to its customers
What are the most important characteristics of a strategic goal?	Specific and measurable

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Which measures would be most helpful in understanding the problem?	should be taking with a feature
What would be the best way to have **multi**ple teams to get started on a **multi**-product initiative?	Explain to them the goal of the initiative, how success will be measured, and together agree with how they will provide transparency
When talking about a key value measure of unrealized value, User satisfaction gap lies in the difference between what	The users desired experience because Empiricism asserts that knowledge comes from experience and making decisions based on what is known
When is the best time to invest in new products?	The best time to invest in new products is when you have a secure source of profits from existing products
Experiments include which aspects	-Running the experiment -Adapting goals or approach based on what you learned -Inspecting results -Forming hypothesis for improvement
What is the most effective way of improving the time of market of a product?	Understanding and removing impediments to faster delivery
Goals are set only during annual planning cycle	False **2 MULTI**PLE CHOICE OPTIONS
As a Product Owner, who can you invite to a Spring Review?	The PO can invite anyone they think can provide valuable input in order to add value to the product This can include: -Clients or customers -End users -Product Investors -Stakeholders
What are the preferred stances of the Product Owner?	-The Collaborator -The Visionary -The Decision Maker -The Founder
What does it mean when value can be measured infrequently?	When value can be measured infrequently, it becomes a lagging indicator
The product owner has the final say of an increment being done. True or False?	False: The Developers are accountable for the Definition of Done
Which of the following are the correct Key Value areas in Evidence-Based Management from Scrum.org?	-Correct Value -Unrealized Value -Time to Market -Ability to Innovate

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Product Backlog management includes which three things?	Breaking down larger Product Backlog items into smaller items Reviewing the Product Backlog with key stakeholders and identifying and reducing dependencies between Product Backlog items
Explain 3 things about the Product Backlog	The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Backlog evolves as the product and the environment in which it will be used evolves. The Product Backlog is dynamic; it constantly changes in order for the product to be appropriate, competitive, and useful.
During the Sprint Review, your stakeholders suggest temporarily delaying the start of the next Sprint in order to react more quickly to the expected user feedback after the latest release. As a Product Owner, what would be two acceptable approaches?	A and C **3 MULTIPLE CHOICE OPTIONS**
Explain the start of the next Sprint	A new Sprint starts immediately after the conclusion of the previous Sprint. Delaying the start of the next Sprint interrupts progress and can reduce the Time-to-Market. Shortening the Sprint length allows the team to respond quickly to changes outside of the Sprint plan and while still allowing delivery of business value. Adding user feedback to the Product Backlog helps the Product Owner with ordering the backlog to maximize the flow of value.
You are a Product Owner joining an existing Scrum Team that has been working together for eight Sprints. The Developers of the Scrum Team has grown to have a good understanding of the functionality and business for the product they have been building. As the new Product Owner, what are the two most effective ways for you to onboard?	A and C **2 MULTIPLE CHOICE OPTIONS**
Which two measures can help a Product Owner evaluate how much impact is being delivered?	How satisfied customers are and how frequently your deliveries are being used
Which of the following are true when it comes to the Scaling of Product Owner accountability? Select all that apply	A, B, and C **3 MULTIPLE CHOICE OPTIONS**
What is the value of a Product Owner having a clear and inspiring Product vision?	-It provides focus when making decisions -It makes it easier to inspect progress -It provides a direction and purpose for the product
Explain two accurate statements regarding scaling Scrum for large projects that require multiple Scrum Teams	A person or team working on a single problem at a time is typically more effective than one that is working on multiple problems congruently as they can fully focus and dedicate their energy to resolving the problem before moving to the next. Having a well-structured Product Backlog can help minimize dependencies and increase focus for each team. 1. A person focusing on the Sprint Backlog of a single Scrum Team is often more productive than that same person working on multiple Scrum Teams at the same time 2. A well-structured Product Backlog can minimize and often eliminate Scrum Team members working on multiple Scrum Teams during a Sprint

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declining whereas competitors are increasing. Which Key Value Areas (KVA) can help Peter analyze and decide what to do next?	Focus first on whether or how your product delivers value to customers, as well as whether your customers have unmet needs that your competitors are more effective in meeting. **3 MULTIPLE CHOICE OPTIONS**
How can Scrum help with making funding and investment decisions?	B and C The cost of developing, delivering, and sustaining products can impact how the flow of value is managed throughout the life of a product. Each Sprint is an opportunity to inspect the investment (financial, time, effort, etc) against the returned value (customer satisfaction, revenue, etc) of the work that has been delivered. The team can then decide on what it should do next to maximize the value of the investment. **3 MULTIPLE CHOICE OPTIONS**
The Product Owner is responsible for deciding when to deliver product releases to customers. The Developers are responsible for creating an increment that is potentially shippable. As a Product Owner, how can you help improve the release cycle?	All of the above: When the Developers don't have ownership over the release process, it is often more difficult to do a release and it often costs you as a Product Owner valuable time. As a Product Owner, you should be aware that improving the release process will support you in delivering more value for your Product so spending a little time on improving the release process every Sprint. This includes but not limited to automating parts of the delivery process and removing organizational impediments. **3 MULTIPLE CHOICE OPTIONS**
What can be measures of internal value? Choose all that apply	B: Cycle time Employee Satisfaction On-Product Index Time spent context-switching **3 MULTIPLE CHOICE OPTIONS**
As a Product Owner, why do you have to balance internal and external value?	External value is a value that you deliver to your customers and users. As a Product Owner, you have to find a balance in both delivering internal value and external value as both depend on each other.
Explain Measures of Cycle Time	Measures of Cycle Time is the amount of time from when work starts on a release until the point where it is actually released. This measure helps reflect an organization's ability to reach its customer.
On-Product Index	On-Product Index is the percentage of time teams spend working on product and value.
The number of meetings per day per person, and the number of times a day team members are interrupted to help people outside the team.	Time spent context-switching
What does energy and enthusiasm have in common?	Measures of Employee Satisfaction help gauge employee engagement, energy, and enthusiasm

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helpful in identifying improvement areas to an organization's ability to respond to change?	
At the end of each iteration, the team adds up effort estimates associated with user stories that were completed during that iteration. What is this total called?	This total is called velocity.
What is a reason that Velocity could unexpectedly drop?	Velocity may unexpectedly drop when the Developers runs into technical debt while attempting to complete new Product Backlog items.
What does Cycle time represent?	Cycle time represents the time that elapses from the beginning of a process or operation until it's done.
This KPI measures the efficiency of how a team is run and how much they're contributing to a product's growth.	An on-product index is the measure of time a team spends working on the product.
What is a common misunderstanding about key areas to improve responsiveness?	Revenue per Employee will not help you understand key areas to improve responsiveness.
Scrum addresses which of the following four risks in software development?	-Timescale of the planned work -The skills and working relationships of the people on the teams -The complexity and unpredictability of the requirements -The stability and complexity of technology
Explain Scrum	Scrum is a framework within which people can address complex adaptive problems, while productively and creatively developing, delivering, and sustaining complex products of the highest possible value. Scrum employs an iterative, incremental approach to optimize predictability and control risk.
The Product Owner should talk to customers?	True! And, generally, the more the better!
The Product Owner has the final say on if an Increment is Done.	False: The Developers are accountable for adhering to the Definition of Done.
What can be included in the Product Vision and Strategy that will keep people motivated about the product?	-The advantages the product has over competitors -How the product will generate revenue -How people will use the product to address their needs -What people will gain by using the product Anything that may help motivate and inform the Developers about the vision and strategy could be used. Therefore, "All of the answers" can be motivational tools. What are we trying to achieve, what is the potential of the solution we are trying to provide, how are we different than the competitors, etc.
When should refining of the Product Backlog occur?	The Product Owner and the Developers can refine the Product Backlog during any Spring as needed, ideally in advance of the upcoming Sprint The Product Owner and the current Developers do it in the current Sprint if they have been unable to do it in the preceding Sprints
It's preferred to have the items that will be selected in the Sprint Backlog completely refined before Sprint Planning; however, it's OK to have more refinement done during the development. True or False?	True

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is there a sprint 6?	functional and does the a-z of the work needed for each item, including refinement; they don't use people from other parts of the company.
The Product Owner moves a PB item to the top. What does this mean?	Product Backlog refinement is a continuous activity. When an item is at the top of the backlog, which means it will be developed in the near future, more refinements are usually needed to make sure it is clear and contains just enough details (not all possible details).
Which of the following is true for the Current Value - Key Value Area in Evidence-Based Management from Scrum.org?	C: It reveals the value that the product delivers to customers, today **3 MULTIPLE CHOICE OPTIONS**
What is Current Value?	Current Value reveals the value that the product delivers to customers, today.
What best describes a GO product roadmap?	C: It enables value steering. It focuses more on the goals you want to achieve rather than the actual work to be done (the features). **3 MULTIPLE CHOICE OPTIONS**
How might goals such as user acquisition, activation, or retention play a central role in providing organizations with outcome based insights?	GO roadmap is goal-oriented (hence the name). It provides organizations with outcome-based insights in order to steer on value. For example, goals such as user acquisition, activation, or retention will play a central role. This shifts the conversation from debating features to agreeing on strategic objectives, making smart investment decisions, and aligning the stakeholders.
Which of the following activities should a Product Owner never do? Choose the best answer	B: Set the Sprint Goal for the Developers without consulting them Sprint Goals are set collaboratively by the Scrum Team in Sprint Planning. **3 MULTIPLE CHOICE OPTIONS**
What three attributes help build an effective User Story?	A: Conversation, Confirmation, Card Although User Stories are not mandatory, they can be useful when used effectively. Effective user stories consist of the Three Cs: Card (can be written on a card), Conversation (increase conversation), Confirmation (capture the details of the User Story just in time). **3 MULTIPLE CHOICE OPTIONS**
Are User Stories mandatory?	Although User Stories are **not** mandatory, they can be useful when used effectively. Effective user stories consist of the Three Cs: Card (can be written on a card), Conversation (increase conversation), Confirmation (capture the details of the User Story just in time).
As a Product Owner, you have sufficient data showing the outcome of the last release. The information shows that very few people are utilizing the new functionality and a number of features are never being used. You know you need to turn off the features that are never used and seek more user feedback. What are three other actions could you take to further evaluate this unexpected result?	-Run experiments to increase your understanding of your customer needs -Evaluate whether the features are solving the intended problems -Spend more time talking with your users to understand their needs

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Owner to satisfy?	which the Product Owner can make future decisions.
Which of the following are **preferred** stances of the Product Owner?	C: The Visionary, The Collaborator, The Decision Maker (The Business Analyst and the founder are **not** among the preferred stances. The other options are all valid.) **3 MULTI**PLE CHOICE OPTIONS
Experimentation can help a Product Owner to:	-Reduce Waste -Understand the Product/ Market fit and business viability of a product -Make decisions on whether to invest and build something
Experimentation can help a Product Owner to: (Choose the best answer)	Understand the Product/ Market fit and business viability of a product **2 MULTI**PLE CHOICE OPTIONS
Complex contexts are often unpredictable, and the best approach here is to "Probe - Sense - Respond." Rather than trying to control the situation or insisting on a plan of action, it's often best to be patient, look for patterns, and encourage a solution to emerge. What might be helpful in these situations?	It can be helpful to conduct experiments in these situations in order to make future decisions.
Towards the end of the Sprint Planning, the Developers is 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?	They discuss the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again. The Developers forecast 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.
When does the Sprint Backlog emerge?	All events are time-boxed events, such that every event has a maximum duration. The Developers modifies the Sprint Backlog throughout the Sprint, and the **Sprint Backlog emerges during the Sprint. This emergence occurs as the Developers works through the plan and learns more about the work needed to achieve the Sprint Goal.**
As a Product Owner, which is a better approach that can help you manage your business' exposure to risk	B: Keep releases small as possible, a release when the increment can provide a single new or improved outcome **3 MULTI**PLE CHOICE OPTIONS
What benefit is there to shortening the feedback loop and your ability to learn?	Releasing frequently will shorten the feedback loop and your ability to learn. This reduces the risks of building things that customers do not want or producing non-value-added items. Through these experiments, the Product Owner validates his/her assumptions on the customer's desired experience versus their actual experience.
What helps a Product Owner validate his/her assumptions on the customers desired experience versus their actual experience?	**Conducting experiments helps the Product Owner better understand customer needs.** (Keeping the releases small as possible also helps when the released increment can provide a single new or improved outcome).

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Which of the following is not true about how Experimentation can help a Product Owner:	In a complex environment, nothing can help a Product Owner to have complete certainty as to the future success of a Product. **3 MULTIPLE CHOICE OPTIONS**
You are a Product Owner and the most recent report is showing a downward trend in your product's users. A stakeholder (Subject Matter Expert) informs you that you need to release more features in order to win new customers. Based on the data you have collected, you have confirmed that the loss of customers is due to market changes rather than the lack of features. The stakeholder is afraid that if you don't increase the number of features in your next release, you risk missing the window of opportunity and losing the most valuable customers. As a Product Owner, which two actions are most appropriate?	-Acknowledge the stakeholders viewpoint, but decide to increase the number of features in the next release -Run a small experiment, in collaboration with the stakeholder, to validate their feedback
What approach should the team take when there's uncertainty around an additional feature adding value to the product?	The Product Owner has validated that the quantity of features is not the root cause of the declining customer base. Adding more features may or may not help, so **running an experiment will help gather data for this approach.**
The outcome of the stakeholder votes may not address what?	The outcome of the stakeholder votes may not address the root cause that the Product Owner has already identified and may set the wrong expectations.
What does the Agile Manifesto value?	For the Product Owner to succeed, the entire organization must respect his or her decisions. **The Agile Manifesto values collaboration over contract negotiation and running experiments support empiricism.**
Your product is currently meeting your targets and goals. The board members in your organization are convinced that there is still a large share of potential customers in your product's market. The Sales Director advises you to reduce your product's price in order to attract those customers but the Finance Director argues that this would have a negative impact on the product's profits. What sources of information can help you decide on your product's pricing strategy?	A: Customer satisfaction, Market share, Unmet customer needs **3 MULTIPLE CHOICE OPTIONS**
The Evidence-Based Management (EBM) approach measures value delivered as evidence of organizational agility and provides ways to measure and improve the ability to deliver value. What is beneficial about this approach?	This approach enables organizations to make rational, fact-based decisions, elevating conversations from preferences and opinions to empirical evidence, logic, and insight.
What will measuring customer satisfaction help with?	Measuring Customer Satisfaction will help you evaluate the product's Current Value. Measuring market share and unmet needs will help you evaluate the product's Unreleased Value.
Data Points help what?	Using these data points will help you make more informed pricing decisions.

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innovation rate. How does technical debt relate to velocity?	**2 MULTIPLE CHOICE OPTIONS**
As a Product Owner, understanding the Developers' velocity will help you measure the time to market and innovation rate. How does technical debt relate to velocity?	The Developers can artificially inflate velocity by allowing the technical debt to be incurred. **2 MULTIPLE CHOICE OPTIONS**
What is Technical Debt?	Technical debt is a natural occurrence when developing complex products. It is a concept in software development that reflects the implied cost of additional rework caused by choosing an easy solution now instead of using a better approach that would take longer. And how it is managed will depend on the team AND the context of the situation.
Which of the following are the correct Key Value Areas in Evidence-Based Management from Scrum.org?	Time to Market Current Value Unrealized Value Ability to Innovate
When value can be measured infrequently, it becomes a ...	Lagging indicator
Which statement best describes the Sprint Review?	C: An opportunity to inspect the outcome of the Sprint and determine future adaptations **3 MULTIPLE CHOICE OPTIONS**
What is not true of the Product Backlog?	A: Must be finalized before the first Sprint can start. **3 MULTIPLE CHOICE OPTIONS**
	The Product Owner is responsible for the content, availability, and ordering of the Product Backlog. The initial creation of the Product Backlog is laid out the initially known and best-understood requirements and evolves as the product and the environment in which it will be used evolves. It constantly changes to identify what the product needs to be appropriate, competitive, and useful. Scrum relies on transparency and the perceived state of the artifacts in order to make product decisions. Incomplete transparency can result in flawed decision making, diminished value, and added risk.
Flawed decision making, diminished value, and added risk are all results of what?	Scrum relies on transparency and the perceived state of the artifacts in order to make product decisions. Incomplete transparency can result in flawed decision making, diminished value, and added risk.
Which answer does not describes testing responsibilities for the Developers?	B. Ensuring all test cases created at Spring planning have been passed. Scrum recognizes no titles for Developers of the Scrum Team members, regardless of the work being performed by the person. Individual Scrum Team members may have specialized skills and areas of focus, but accountability belongs to the Scrum Team as a whole. **3 MULTIPLE CHOICE OPTIONS**

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style tend to be direct, firm, or even forceful. They value taking action and getting results and generally are competitive. - Influence - People with the I style tend to be outgoing, enthusiastic, and generally are optimistic in nature. Like the D style, they like to take action and are more collaborative than competitive. - Steadiness - People with the S style tend to be patient and accommodating. They enjoy stability and much like the i style tend to be collaborative and enjoy being helpful. - Conscientiousness - People with the C style are usually analytical and reserved. Similar to the S style, they prefer stability, but their priority on accuracy will cause them to challenge assumptions. What would be the best way when approaching a stakeholder with a mostly Dominant trait?	When working with a D, be direct, to the point, and brief. Focus on tangible points and talk about "what" instead of "how". Focus on the business instead of social topics and try to be results-oriented. Make suggestions for how to achieve the goal instead of talking about why it won't work. Try to thinking like a D, be confident and focus on problem-solving. **3 MULTIPLE CHOICE OPTIONS**
You have a Scrum Team that has been working together for over a year. The Scrum Team consists of 11 members who rarely collaborate and work within their functional boundaries. There are no Sprint Goals and most of the items in the Sprint Backlog are unrelated. The Scrum Team has concluded that it is not possible to create Sprint Goals based on the items in the Product Backlog. What might explain why the Scrum Team is finding it difficult to craft Sprint Goals?	-The Product Owner doesn't set objectives that he/she wants to achieve with upcoming Sprints -Scrum might not be the best framework for this team -The Product Owner is now empowered to make decisions about items in the Product Backlog nor how they are ordered
	Many people misinterpret the Scrum Guide as stating the Scrum Team size is limited to 10 members, which is not. As the number of members increases, the lines of communication also increase. This can be calculated using the Group intercommunication formula: $n(n - 1) / 2$ where n is the number of members. Some teams are able to handle the risk and "synergize" whereas others might struggle. Saying that the relationship between defining a Sprint Goal and Development Team size is unclear.
Is Scrum designed for all projects/ products?	Scrum is also a framework that's fit for purpose. Some projects/products are not fit for Scrum...or better stated - **Scrum is not suitable for all projects/products.**
Is the Scrum Goal dependent on the size of the team or length of the Sprint?	But the relationship between the ordering of the Product Backlog, the PO having clear objectives, and the Sprint Goal is direct. The Product Owner typically comes to the Sprint Planning with a business objective in mind and Product Backlog items related to the business objective. After deciding what can be done for the upcoming Sprint, **the Scrum Team will craft a Sprint Goal that would be met through the implementation of the items. This is not dependent on the size of the team nor the length of the Sprint.**
Is the relationship between the ordering of the Product Backlog, the Product Owner having clear objectives, and the Sprint goal direct?	Yes. The PO typically comes to the Sprint Planning with a business objective in mind and Product Backlog items related to the business objective. After deciding what can be done for the upcoming Sprint, the Scrum Team will craft a Sprint Goal that would be met through the implementation of the items. This is not dependent on the size of the team nor the length of the Sprint.

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What is a misinterpretation in the Scrum Guide?	communication also increase. This can be calculated using the Group intercommunication formula: n(n - 1) / 2 where n is the number of members. Some teams are able to handle the risk and "synergize" whereas others might struggle. Saying that the relationship between defining a Sprint Goal and Development Team size is unclear.
What would be two boundaries, defined in Scrum, that gives guidance for teams to effectively self-manage?	-Creating an integrated and potentially shippable Increment by the end of each Sprint -Time-boxing the events in Scrum to allow for regular inspection and adaption creating opportunities to adjust course in any given path Time-boxing promotes regularity and focuses on self-managed teams. Having shippable Increments allows teams to collaboratively make decisions on what needs to be done next.
A Product Owner notices that the Developers have been struggling to get the forecasted work done in the last few Sprints. What can Mary do to help the Developers?	Inform the Scrum Master so he/she can help the Developers learn techniques for improving their ability to forecast work and, as the PO, spend more time with the Developers
How does the Product Owner serve the Developers?	Ensuring it understand the Product Backlog items to the level needed
What's an example of the Scrum Master serving the Developers?	The SM coaches the Developers in self-managing and cross-functionality. This includes helping the team find ways to improve their skills