Professional Scrum Product Owner (PSPO) II Practice Exam (Sample)

Study Guide

Everything you need from our exam experts!

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- **Practice answering questions under realistic conditions,**
- **Improve accuracy and speed,**
- **Review explanations to strengthen weak areas, and**
- **Approach the exam with greater confidence.**

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here’s how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don’t just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There’s no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

1. What is a key purpose of each Sprint in Scrum?

A. To reassign the Product Owner

B. To avoid stakeholder involvement

C. To cut costs

D. To inspect the investment against the returned value

2. Towards the end of Sprint Planning, if the Developers cannot forecast Product Backlog items for the Sprint, which two approaches are best for the Product Owner?

A. They discuss the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.

B. The Developers forecast the most likely Product Backlog items and create a Sprint Backlog; Once time-box ends, they implement and continue to analyze and decompose.

C. Both of the above

D. Neither

3. Which measurements could help you increase the user satisfaction gap and help you find areas to improve your product's Current Value?

A. Using key-value measures such as Customer Satisfaction, Usage Index, and the Customer or user satisfaction gap

B. Revenue growth only

C. Time to market reductions only

D. Number of features shipped

4. Which statement best describes a cross-functional Scrum Team?

A. The team can perform all work required to deliver an increment, including refinement

B. The Product Owner handles all technical tasks

C. The team relies on external specialists for most work

D. The organization assigns separate teams for each backlog item

5. How might goals such as user acquisition, activation, or retention play a central role in providing organizations with outcome-based insights?

A. Emphasizing feature delivery over outcomes

B. Shifting discussions from features to strategic objectives

C. Increasing the number of developers

D. Reducing customer feedback

6. Which statement is NOT true about the Product Backlog?

A. The Product Owner is responsible for the content, availability, and ordering of the Product Backlog.

B. Must be finalized before the first Sprint can start.

C. The initial backlog is laid out by initially known and best-understood requirements and evolves.

D. It constantly changes to identify what the product needs to be appropriate, competitive, and useful.

7. When value can be measured infrequently, it becomes a ...

A. Leading indicator

B. Real-time metric

C. Qualitative signal

D. Lagging indicator

8. Which Key Value Areas (KVA) help analyze decisions when sales decline?

A. Realized Value and Market Value

B. Potential Value and Expected Value

C. Unrealized Value and Current Value

D. Future Value and Attainable Value

9. To improve velocity, what should teams do?

A. Increase scope without planning

B. Decrease collaboration

C. Address technical debt and avoid large, unseen work

D. Remove testing

10. In Scrum, how would budgeting and financial forecasting be performed?

A. Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent

B. A single release may be funded with several Sprints where every Sprint is producing shippable increments

C. Budgeting and forecasting occur only after each release

D. Budgets are fixed and never adjusted during the project

Answers

1. D
2. C
3. A
4. A
5. B
6. B
7. D
8. C
9. C
10. A

Explanations

1. What is a key purpose of each Sprint in Scrum?

A. To reassign the Product Owner

B. To avoid stakeholder involvement

C. To cut costs

D. To inspect the investment against the returned value

Scrum relies on empirical inspection and adaptation in every Sprint. The Sprint is a time-boxed cycle to create a potentially releasable increment and then check how much value that work has delivered relative to the effort and resources invested. This inspection happens during the Sprint Review, where the increment is demonstrated to stakeholders and feedback is gathered, and the Product Backlog is updated accordingly to maximize future value. By continually comparing what was built (the investment) with what it delivers (value), the team and stakeholders steer the next work toward the highest return and adjust priorities as needed. The other options don't fit because a sprint isn't about reassigning the Product Owner, avoiding stakeholder involvement, or cutting costs. Stakeholder involvement is encouraged through the Sprint Review, and the focus is on delivering and validating value, not merely reducing expenditure.

2. Towards the end of Sprint Planning, if the Developers cannot forecast Product Backlog items for the Sprint, which two approaches are best for the Product Owner?

A. They discuss the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.

B. The Developers forecast the most likely Product Backlog items and create a Sprint Backlog; Once time-box ends, they implement and continue to analyze and decompose.

C. Both of the above

D. Neither

When forecasting for a Sprint isn't possible, you address it by combining learning from the past with practical forward progress. The Product Owner should use insights from the recent work to identify concrete changes that would make forecasting more reliable in the future—this means discussing what was learned in the previous Sprint and what adjustments will reduce the chance of this happening again. At the same time, it's important to move forward with the best-possible forecast they can assemble, have the Developers create a Sprint Backlog around those items, and start delivering. As work progresses, the team continues to analyze, decompose, and refine the plan. This dual approach keeps the process empirical: you adapt based on what happened previously and maintain momentum by starting with the most likely work and refining as you learn. If you only focused on retrospective discussion without enabling forward work, you'd delay value delivery and miss opportunities to learn from real progress. If you only tried to forecast and execute without addressing root causes from the past, the team might repeat the same issues. Using both together balances improvement with tangible progress, making it the best course of action.

3. Which measurements could help you increase the user satisfaction gap and help you find areas to improve your product's Current Value?

A. Using key-value measures such as Customer Satisfaction, Usage Index, and the Customer or user satisfaction gap

B. Revenue growth only

C. Time to market reductions only

D. Number of features shipped

The idea is to measure what users actually feel and how they use the product, so you can see how close you are to delivering the value they expect. Measuring Customer Satisfaction gives a direct read on how happy users are with the product today. The Usage Index shows how much value users are actually getting in practice—high usage usually means the product is delivering real benefit, while low usage flags friction or missing value. Tracking the Customer satisfaction gap (the difference between current satisfaction and your target or desired level) makes the gaps visible and priorities clear for where to invest to close them. Together, these metrics reveal where the Current Value falls short and where improvements will most boost user satisfaction. Revenue growth, time to market reductions, or simply the number of features shipped don't directly reveal whether users are satisfied or how well the product delivers value in use. They're lagging or proxy indicators at best and can miss the real pain points users experience.

4. Which statement best describes a cross-functional Scrum Team?

A. The team can perform all work required to deliver an increment, including refinement

B. The Product Owner handles all technical tasks

C. The team relies on external specialists for most work

D. The organization assigns separate teams for each backlog item

A cross-functional Scrum Team has all the skills needed to take work from idea to a potentially shippable increment, including backlog refinement. This means the team can perform analysis, design, development, testing, and integration without relying on external specialists. The Product Owner sets the priorities and defines what to build, while the team collaborates on how to implement and refine the work within the sprint. This arrangement minimizes dependencies and speeds delivery.

5. How might goals such as user acquisition, activation, or retention play a central role in providing organizations with outcome-based insights?

A. Emphasizing feature delivery over outcomes

B. Shifting discussions from features to strategic objectives

C. Increasing the number of developers

D. Reducing customer feedback

Centering goals like user acquisition, activation, and retention provides a clear pathway to measure value and learn what actually moves the business. When you talk in terms of outcomes, you're tying every product decision to the impact you want to achieve for users and the organization. This makes it possible to test hypotheses, run experiments, and track how specific work affects key metrics. Shifting discussions from features to strategic objectives is the best fit because it keeps the team focused on the results those efforts should produce. Instead of asking what new feature to build, the team asks which objective they're aiming to influence, how they'll measure it, and what backing data shows about progress toward that goal. This approach turns work into measurable impact, enabling better prioritization and learning. Emphasizing feature delivery over outcomes would keep the conversation anchored in outputs rather than the real value delivered, making it harder to derive meaningful insights about what truly moves users or the business. Merely increasing the number of developers adds capacity but doesn't inherently generate outcome-based insights. Reducing customer feedback removes essential data about user needs and reactions, hindering the ability to understand how changes affect activation and retention. So, focusing on strategic objectives to guide discussions is the core way goals like acquisition, activation, and retention translate into outcome-based insights.

6. Which statement is NOT true about the Product Backlog?

A. The Product Owner is responsible for the content, availability, and ordering of the Product Backlog.

B. Must be finalized before the first Sprint can start.

C. The initial backlog is laid out by initially known and best-understood requirements and evolves.

D. It constantly changes to identify what the product needs to be appropriate, competitive, and useful.

The Product Backlog is a living, ordered list of everything that might be needed in the product. The Product Owner owns it, responsible for its content, how accessible it is, and the order that maximizes value. It is not required to be finalized before the first Sprint can start. In Scrum, you begin with the best-known items and keep refining and re-prioritizing as more is learned. The initial backlog reflects what is known at the outset and evolves through ongoing refinement, stakeholder feedback, and market changes. Items can be added, updated, or re-prioritized as understanding grows. The other statements are true: the Product Owner is responsible for its content, availability, and ordering; the initial backlog is laid out from known requirements and then evolves; and the backlog continually changes to keep the product appropriate, competitive, and useful.

7. When value can be measured infrequently, it becomes a ...

A. Leading indicator

B. Real-time metric

C. Qualitative signal

D. Lagging indicator

Measuring value infrequently means you're looking at outcomes after the work has been completed, not something you can influence as it's happening. That fits lagging indicators, which reflect past results and tell you what happened after the fact. Leading indicators, by contrast, are actionable inputs you can influence during development to steer toward value, and they're typically monitored more frequently. Real-time metrics imply continuous, up-to-the-moment data, which isn't the case when measurements are infrequent. Qualitative signals are non-numeric or subjective observations, not the numeric value realization that lagging indicators capture. So when value can be measured only at intervals, it's best described as a lagging indicator.

8. Which Key Value Areas (KVA) help analyze decisions when sales decline?

A. Realized Value and Market Value

B. Potential Value and Expected Value

C. Unrealized Value and Current Value

D. Future Value and Attainable Value

When sales decline, you want a view that shows what you're still delivering now and what could still be unlocked in the future. That's what the two Key Value Areas do: Current Value tells you the value you're delivering to customers today, while Unrealized Value highlights opportunities that exist but haven't yet been realized. Seeing both together helps you decide how to respond—protect or improve what's delivering value now, and pursue actions that could unlock additional value down the line. Other KVAs mix in different ideas—such as what has already been realized in the market, or what value might exist under uncertain conditions, or external market pricing. Those perspectives are less directly actionable for a decline because they don't pair the immediate, tangible value you still have with the concrete opportunities that remain unrealized. Focusing on Unrealized Value and Current Value gives a clear, practical lens to steer decisions toward stabilizing current performance while unlocking future gains.

9. To improve velocity, what should teams do?

A. Increase scope without planning

B. Decrease collaboration

C. Address technical debt and avoid large, unseen work

D. Remove testing

Improving velocity comes from reducing things that slow the team down and create unpredictable work. Paying down technical debt and avoiding large, unseen work makes the work backlog smaller and more predictable, so the team can finish items in a sprint with less rework and surprises. When debt is addressed, code remains easier to maintain, tests catch issues earlier, and future work flows more smoothly, which tends to raise the amount of value the team can deliver each sprint. Pushing more scope without planning leads to overcommitment and unfinished work, which hurts velocity. Decreasing collaboration breaks shared understanding, often increasing miscommunication and rework. Removing testing introduces defects that require fixes in later stages, again reducing velocity.

10. In Scrum, how would budgeting and financial forecasting be performed?

A. Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent

B. A single release may be funded with several Sprints where every Sprint is producing shippable increments

C. Budgeting and forecasting occur only after each release

D. Budgets are fixed and never adjusted during the project

The main idea here is that budgeting and forecasting in Scrum are ongoing and adaptive, based on real results from the work you've completed. By frequently inspecting the outcomes of the Sprint Increments, you can see how much value is actually being produced relative to the investment spent. This live feedback lets you adjust plans, priorities, and funding in a timely way to maximize return on investment. As work progresses, each Sprint delivers a potentially shippable Increment, offering concrete visibility into value delivered. Using that insight, the Product Owner and stakeholders can refine forecasts and budgets, reallocating funding if the observed value per cost improves or declines. This contrasts with fixed or late budgeting, and with assuming a single, long funding cycle without ongoing assessment. So, budgeting and forecasting are iterative activities tied to actual increments and their value, not a one-time or fixed process.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

https://pspo2.examzify.com

We wish you the very best on your exam journey. You've got this!