

PROFESSIONAL SCRUM PRODUCT OWNER (PSPO) II PRACTICE EXAM (SAMPLE) STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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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

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- 1. Are User Stories mandatory in Scrum?**
 - A. They are mandatory in all cases
 - B. They are optional but can be useful; they consist of Card, Conversation, Confirmation
 - C. They must be used only for large-scale projects
 - D. They should replace acceptance criteria entirely
- 2. What is the nature of the relationship between backlog ordering, PO objectives, and the Sprint Goal?**
 - A. The relationship is entirely dependent on the Scrum Master
 - B. The relationship is not relevant to the Sprint
 - C. The relationship is direct; the Product Owner typically arrives with a business objective that drives the Sprint Goal
 - D. The relationship is only important in large teams
- 3. Your product sales behind competitors; which key value areas would give the best insights into next steps?**
 - A. Current Value and Realized Value
 - B. Unrealized Value and Ability to Innovate
 - C. Potential Value and Current Value
 - D. Current Value and Unrealized Value
- 4. Under what condition would the Product Owner and current Developers refine the backlog in the current Sprint?**
 - A. The Product Owner and the current Developers do it in the current Sprint if they were unable to do it earlier
 - B. It cannot be done mid-Sprint
 - C. It is done only by the Scrum Master
 - D. It should wait until next Sprint
- 5. Why might a Scrum Team struggle to craft Sprint Goals when there are no Sprint Goals and the Sprint Backlog items seem unrelated?**
 - A. The Product Owner doesn't set objectives that he/she wants to achieve with upcoming Sprints
 - B. Scrum might not be the best framework for this team
 - C. The Product Owner is now empowered to make decisions about items in the Product Backlog nor how they are ordered
 - D. The Development Team lacks cross-functionality

- 6. Which statement is a common misunderstanding about key areas to improve responsiveness?**
- A. Custom metrics like cycle time are irrelevant.
 - B. Time to market is the only factor.
 - C. Revenue per Employee will not help you understand key areas to improve responsiveness.
 - D. Customer feedback is optional.
- 7. Measuring Customer Satisfaction helps evaluate which type of value?**
- A. Current Value
 - B. Unreleased Value
 - C. Potential Value
 - D. Hidden Value
- 8. Is the Scrum Goal dependent on the size of the team or length of the Sprint?**
- A. It depends on the team size
 - B. It depends on how many backlog items are in the sprint backlog
 - C. It is not dependent on team size nor the length of the Sprint
 - D. It depends on the PO's preference
- 9. 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
- 10. Should the Product Owner talk to customers?**
- A. False, they should not talk to customers
 - B. Only at Sprint Review
 - C. True, and generally the more the better
 - D. Only if stakeholders allow

Answers

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

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Explanations

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1. Are User Stories mandatory in Scrum?

- A. They are mandatory in all cases
- B. They are optional but can be useful; they consist of Card, Conversation, Confirmation**
- C. They must be used only for large-scale projects
- D. They should replace acceptance criteria entirely

User stories are not mandatory in Scrum. Scrum doesn't require a specific backlog-item format, so teams can describe work in different ways. They're optional but can be useful for focusing on user value and guiding conversations about details, acceptance, and validation. A common way to think about them is the Card, Conversation, and Confirmation pattern: a brief Card that captures the idea, ongoing Conversation with the team and stakeholders to flesh out requirements, and Confirmation in the form of acceptance criteria or tests that show the work is done. This approach helps ensure a shared understanding and testable outcomes, but it's not a formal Scrum requirement. The key is keeping backlog items small, valuable, and verifiable, whatever format you choose.

2. What is the nature of the relationship between backlog ordering, PO objectives, and the Sprint Goal?

- A. The relationship is entirely dependent on the Scrum Master
- B. The relationship is not relevant to the Sprint
- C. The relationship is direct; the Product Owner typically arrives with a business objective that drives the Sprint Goal**
- D. The relationship is only important in large teams

The main idea here is how backlog ordering and the Product Owner's objectives shape the Sprint Goal. The Product Owner is responsible for ordering the Product Backlog to maximize value and to reflect the business objectives behind each item. The Sprint Goal is a short, shared objective for the Sprint that guides what the Scrum Team aims to achieve in that period. In Sprint Planning, the team selects backlog items that will help achieve that objective, with the backlog order steering which items are most important to include. So the Sprint Goal is effectively driven by the Product Owner's business objective and the prioritized backlog, creating a direct link between what's prioritized, what the PO wants to accomplish, and what the Sprint is supposed to deliver. The Scrum Master facilitates the process but does not set these goals, and this relationship matters for every Sprint, not just in large teams.

3. Your product sales behind competitors; which key value areas would give the best insights into next steps?

- A. Current Value and Realized Value
- B. Unrealized Value and Ability to Innovate
- C. Potential Value and Current Value
- D. Current Value and Unrealized Value**

Understanding both what customers get today and the untapped potential guides smart next steps. Current Value shows the benefits customers are actually experiencing right now, while Unrealized Value identifies opportunities that haven't been realized yet—needs, gaps, or features that could unlock more value if addressed. When you're behind competitors, this combination lets you decide what to preserve and improve in the present offering, and where to invest to capture new value and close the gap. Other pairings miss one side: focusing only on what's delivered ignores growth opportunities, and focusing only on potential without grounding it in current performance can lead to chasing ideas that don't yet meet real customer needs. So pairing Current Value with Unrealized Value gives the clearest, most actionable view for prioritizing the backlog and shaping the roadmap.

4. Under what condition would the Product Owner and current Developers refine the backlog in the current Sprint?

- A. The Product Owner and the current Developers do it in the current Sprint if they were unable to do it earlier**
- B. It cannot be done mid-Sprint
- C. It is done only by the Scrum Master
- D. It should wait until next Sprint

Backlog refinement is an ongoing activity in Scrum where the Product Owner collaborates with the Developers to clarify, detail, and estimate backlog items so they're ready for future work. This work isn't restricted to a single event; it happens continuously, including during the current Sprint, as new information emerges or priorities change. The best choice reflects that if the team couldn't refine earlier, they should still refine in the current Sprint to ensure items have enough detail and estimates for upcoming work. backlog refinement during the Sprint helps prepare the next increments and keeps the Product Backlog in good shape. Refinement can occur mid-Sprint, so it's not limited to after the Sprint ends. It isn't owned only by the Scrum Master, and waiting until the next Sprint would delay needed clarity and planning.

5. Why might a Scrum Team struggle to craft Sprint Goals when there are no Sprint Goals and the Sprint Backlog items seem unrelated?

- A. The Product Owner doesn't set objectives that he/she wants to achieve with upcoming Sprints**
- B. Scrum might not be the best framework for this team
- C. The Product Owner is now empowered to make decisions about items in the Product Backlog nor how they are ordered
- D. The Development Team lacks cross-functionality

A Sprint Goal is created from the Product Owner's objectives for the product and the backlog items that will deliver those objectives. When there are no Sprint Goals and the backlog items feel unrelated, it points to a lack of clear objectives from the Product Owner for upcoming Sprints. Without a defined goal to aim for, the team cannot coherently bundle and refine items to achieve a single outcome, so the Sprint Backlog ends up looking like a random collection rather than a focused set of work that delivers value in one sprint. Scrum still works well here because the missing piece is direction from the Product Owner. If the PO articulates what they want to achieve in the next sprint and how backlog items contribute to that outcome, the team can craft a meaningful Sprint Goal and select items that align with it. The other options don't address this directional gap: Scrum itself remains applicable, empowerment isn't the root cause of unclear goals, and cross-functionality, while important for delivery, doesn't directly explain why a Sprint Goal can't be formed.

6. Which statement is a common misunderstanding about key areas to improve responsiveness?

- A. Custom metrics like cycle time are irrelevant.
- B. Time to market is the only factor.
- C. Revenue per Employee will not help you understand key areas to improve responsiveness.**
- D. Customer feedback is optional.

Focusing on how quickly you can adapt and deliver value requires metrics that expose the steps and feedback loops in the development process. Revenue per Employee is a high-level financial measure that can reflect overall performance, but it doesn't reveal where bottlenecks or slow feedback are hindering responsiveness. In other words, you won't get clear, actionable guidance on improving speed and adaptability from that metric alone. To improve responsiveness, you look at process-focused indicators like cycle time, lead time, WIP limits, throughput, and how quickly customer feedback is turned into backlog priority and delivered. The other statements misplace emphasis (time to market isn't the only factor; customer feedback is essential; cycle time isn't irrelevant), but the core misunderstanding is assuming a financial KPI will directly guide improvements in responsiveness.

7. Measuring Customer Satisfaction helps evaluate which type of value?

- A. Current Value**
- B. Unreleased Value
- C. Potential Value
- D. Hidden Value

Measuring customer satisfaction directly reflects the value you're delivering right now. It shows how well the current product increments meet real user needs and expectations, i.e., the value customers experience from the product in its present state. That's what "current value" captures. Unreleased value is value that exists but hasn't been released to customers yet, so satisfaction doesn't measure it until the release. Potential value is the value you could deliver with future work—opportunities, not what customers are currently experiencing. Hidden value is value customers aren't yet aware of or don't recognize, which satisfaction metrics may not reveal. So customer satisfaction is the best indicator of the current value delivered.

8. Is the Scrum Goal dependent on the size of the team or length of the Sprint?

- A. It depends on the team size
- B. It depends on how many backlog items are in the sprint backlog
- C. It is not dependent on team size nor the length of the Sprint**
- D. It depends on the PO's preference

The Sprint Goal is a shared objective for the Sprint that guides the team toward delivering a valuable increment and aligns with the Product Goal and stakeholder needs. It is not determined by how many people are on the team or how long the Sprint lasts. The length of the Sprint just sets the time available to achieve the goal, and team size affects capacity, not the existence of the goal itself. The goal should emerge from collaboration between the Product Owner and the Scrum Team during Sprint Planning and describe what the team commits to delivering, not based on personal preference or simply the count of backlog items. Therefore, the Sprint Goal is not dependent on team size nor the length of the Sprint.

9. 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.

10. Should the Product Owner talk to customers?

- A. False, they should not talk to customers
- B. Only at Sprint Review
- C. True, and generally the more the better**
- D. Only if stakeholders allow

Engaging with customers is essential for the Product Owner because their role is to maximize value by understanding real user needs and turning those insights into a well-prioritized backlog. Direct conversations with customers provide the concrete feedback, validation, and clarification that shape what to build next and how to define acceptance criteria. A steady stream of customer input creates a continuous learning loop, helping the team avoid building features that don't deliver value and ensuring the product evolves in line with what users actually want. The Sprint Review is important for stakeholder input, but relying on it alone slows learning; proactive dialogue with customers keeps the backlog aligned with reality every sprint. While you balance time and capacity, the approach should be to engage customers as much as possible to maximize value, not wait for permission or limit interactions.

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!

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