

Scrum

Exam Questions PSM-II

Professional Scrum Master II



NEW QUESTION 1

After several Sprints, a key stakeholder starts using the product. The stakeholder is surprised by the slow performance and complains to the Product Owner. The Product Owner comes to the Scrum Master asking for advice.
What is the best action for a Scrum Master to take?

- A. Wait until the next Sprint Retrospective as it is the most opportune time to modify the Definition of Done.
- B. Bring the concern to the testers in the Development Team and ask them to include performance testing.
- C. Explain to the Product Owner that it's up to the Development Team t
- D. decide on acceptable performance standards as they own the Definition of Done.
- E. Encourage the Product Owner to bring the performance concerns to the Development Team and work with them on how to improve performance, and ultimately have stronger Definition of Done.

Answer: D

Explanation:

The highest priority of agility is to satisfy the customer through early and continuous delivery of valuable software. Because the Development Team is the one doing the work and increments must meet performance standards, they can expand their Definition of Done to include more stringent criteria for higher quality.

NEW QUESTION 2

Who can prematurely cancel a Sprint?

- A. The Development Team
- B. The Product Owner
- C. The Stakeholders
- D. The Scrum Master

Answer: B

Explanation:

Only the Product Owner can determine when items being worked on are obsolete.

NEW QUESTION 3

What Development Team structure is best suited to produce integrated increments?

- A. Every Development Team has the abilities to develop functionality from beginning to end throughout all technical layers.
- B. Each Development Team specializes in one technical layer of the system (e.
- C. GUI, database, middle tier, interfaces).

Answer: A

NEW QUESTION 4

Several Sprints into a project, a client is complaining to the Product Owner about the poor performance of the product.
As a Scrum Master, how can you help the Product Owner?

- A. Coach the Product Owner on effective ways to communicate this concern to the Development Team and encourage the Product Owner to add the performance issue to the Product Backlog.
- B. Tell the Product Owner performance is defined by the Development Team.
- C. Note the issue for the next Sprint Retrospective.
- D. Notify the team responsible for system performance.

Answer: A

NEW QUESTION 5

What Product Owner activities occur between the end of the current Sprint and the beginning of the next Sprint?

- A. Product Backlog refinement.
- B. Updating stakeholders on project progress.
- C. There are no such activitie
- D. When the current Sprint ends, the new Sprint begins.
- E. Participate as a team member at the Sprint Retrospective.

Answer: C

NEW QUESTION 6

During the Sprint, the Development Team realizes they might not be able to finish all of the items in the Sprint Backlog.
What should happen?

- A. Product Backlog items are either 'done' or 'not done.' This helps with transparency, reduces complexity and allows for improved empiricism.
- B. Continue Sprinting until the work is complete and redefine a new Sprint time-box based on the results of the current Sprint.
- C. The Sprint length holds and the Development Team continuously learns what is actually possible to do within the time-box.

Answer: C

NEW QUESTION 7

If burndown charts are used to visualize progress, what does a trendline through a release burndown chart indicate?

- A. When all work will be completed so the Scrum Team can start work on a new Product Backlog.
- B. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.
- C. When the work remaining is projected to be completed if nothing changes on the Product Backlog or Development Team.
- D. The evolution of the return of investment on the project.

Answer: C

Explanation:

The trendline is based on the team's average velocity and the projective completion to zero is based on the team's velocity. The burndown chart is a helpful tool for Development Teams to self-manage BUT it is not mandatory as the teams will decide the best way to manage their own progress and promote transparency.

NEW QUESTION 8

What are typical Product Owner activities during Sprint 0?

- A. Creating a project plan based on the defined timeline.
- B. Ensuring there is enough work to do for at least three Sprints.
- C. Creating User Stories based on the requirements document.
- D. Allocating enough resources before starting Sprint 1.
- E. There is no such thing as Sprint.

Answer: E

Explanation:

There are no special Sprints. All Sprints are structured to produce potentially shippable product Increments.

NEW QUESTION 9

A key concern when multiple Development Teams are working for the same Product Backlog is minimizing dependencies between teams.

- A. True
- B. False

Answer: A

Explanation:

Minimizing dependencies reduces complexity and enhances agility.

NEW QUESTION 10

What should a Development Team do with non-functional requirements?

- A. Ensure they are addressed in every Increment.
- B. Assign them to the technical leads on the team.
- C. They will be addressed in the Integration Sprints.
- D. Add them to a separate non-functional requirements list.

Answer: A

Explanation:

Non-functional requirements should be worked on alongside functional development.

NEW QUESTION 10

What would be the main benefits of self-organization?

- A. Increased rule compliance, self-accountability, commitment.
- B. Increased rule compliance, self-accountability, output.
- C. Increased capacity, accuracy of estimates, output.
- D. Increased creativity, self-accountability, commitment.

Answer: D

Explanation:

Self-organized teams allow teams to creatively solve difficult problems, be accountable for the work they do, and commit to each other and the goals of the team.

NEW QUESTION 14

A new member has just joined an existing Development Team that has been together for several Sprints. During the Sprint, the individual has been trying to share his ideas and viewpoints but is continuously ignored by the rest of the Development Team.

Which three Scrum Values has the Development Team been neglecting? (Choose three.)

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

Answer: BEF

Explanation:

The Scrum Team members have courage to do the right thing and work on challenging problems. The Scrum Team agree to be open (to speak and listen) about all the work and the challenges with performing the work. Scrum Team members respect each other's skills, experience, and opinions.

NEW QUESTION 16

A Development Team, that has remote team members, typically spends time before the Daily Scrum to setup the meeting rooms and conference calling equipment and tools in order to have their Daily Scrum.

How should the Scrum Master handle this situation?

- A. Allow the Development Team to self-manage and decide for itself what to do.
- B. Setup the meeting and tell the Development Team that is how it will be done.
- C. Ask the Development Team members to alternate who is responsible for meeting setup.
- D. Inform management and ask them to solve it.

Answer: A

Explanation:

As a self-organized team, they will decide for themselves how to best manage communication between team members. The Scrum Master will only take action if requested OR if he/she observes that there is a potential problem.

NEW QUESTION 19

Which of the following are time-boxed events in Scrum?

- A. Sprint Planning
- B. Daily Scrum
- C. Sprint Review
- D. Sprint Retrospective
- E. All of the above

Answer: E

NEW QUESTION 22

Who should manage the tasks of Development Team during the Sprint?

- A. The Project Manager.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Development Team.
- E. All of the above.

Answer: D

Explanation:

The Development Team is responsible for managing and tracking the progress of their work during a Sprint

NEW QUESTION 23

A Scrum Team has been working on the same product for twelve Sprints. What would likely be the immediate impact on the original Scrum Team if two new Scrum Teams are to be added the same product?

- A. Its productivity is likely to decrease.
- B. Its productivity is likely to increase.
- C. Its productivity is likely to stay the same.

Answer: A

Explanation:

The productivity of the original Scrum Team would likely decrease as they would need to take time to assist and support the new Scrum Teams in order for them to perform optimally.

NEW QUESTION 28

How should a Scrum Master coordinate the work when more than one Scrum Team is working on one product?

- A. Teach them that it's their responsibility to coordinate with the other teams to integrate and create a shippable product Increment at the end of every Sprint.
- B. Identify and manage the dependencies between Scrum Teams.
- C. Have the Product Owner work with the tech leads of each team to parse the Product Backlog and minimize overlap in User Stories.
- D. Merge the teams and work from a single Sprint Backlog.

Answer: A

Explanation:

One of the benefits of self-organized teams is the ability to decide how best to work together to produce a shippable Increment.

NEW QUESTION 31

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production.

Is it a good idea to postpone UAT until the end of the project to prevent the Development Team from being disrupted during the Sprints?

- A. No, because the state of the Product Increment won't be transparent and the feedback loop would be too long.
- B. It depends on the team's Definition of Done.
- C. Yes, because the Development Team is a self-organizing team and should not be disrupted during development.
- D. Yes, because UAT is done in a hardening Sprint before the release Sprint.

Answer: A

Explanation:

The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done". At the end of a Sprint, the new Increment must be "Done", which means it must be in useable condition and meet the Scrum Team's definition of "Done". An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. If UAT is a part of the team or organizational standard, then any delay in this activity will reduce transparency and increase risk.

NEW QUESTION 36

Every Development Team should have the competencies and skills needed to deliver a Done Increment in a Sprint.

- A. True
- B. False

Answer: A

Explanation:

Development Teams are self-organized and cross-functional.

NEW QUESTION 38

Who is responsible for ensuring the Product Backlog items are understood to the level needed?

- A. The Business Analyst.
- B. The Scrum Master.
- C. The Development Team.
- D. The Product Owner.

Answer: D

Explanation:

The Product Owner is accountable for managing the Product Backlog.

NEW QUESTION 42

A Scrum Master is keeping a list of open impediments, but it is growing and he/she has been able to resolve only a small portion of the impediments. Which would be the LEAST helpful technique in this situation?

- A. Consulting with the Development Team
- B. Prioritizing the list and working on them in order.
- C. Arranging a triage meeting with all project managers.
- D. Alerting management to the impediments and their impact.

Answer: C

Explanation:

Scrum does not have project managers and arranging a triage meeting would not help accelerate the removal of impediments.

NEW QUESTION 43

Who determines how to do the work during the Sprint?

- A. The Scrum Master.
- B. The Technical Architects.
- C. The Development Team.
- D. The Team Leads.
- E. The engineering director.

Answer: C

NEW QUESTION 46

You are the Scrum Master for four Scrum Teams working on one product. Several of the developers notify you that their teams will need full-time help of an external technical specialist in the upcoming two Sprints. What key concerns should the Scrum Master take into account?

- A. Having enough work for all Development Team members.
- B. The benefit of Development Teams solving the problem themselves and the ability to produce integrated Increments.
- C. Maintaining a consistent velocity.
- D. Hiring additional resources to fill the void in skillset.

Answer: B

NEW QUESTION 47

The director of engineering in your organization always stresses the importance of meeting deadlines in order for the engineering department to be seen as a

reliable source for the product management department. The director has calculated that the team's velocity needs to increase an additional 15% to meet the commitment he made to management for the release date of the product.

He asks Steven, the team's Scrum Master, to increase his team's velocity. Which would be the best two responses for Steven to take? (Choose two.)

- A. He explains how a team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity.
- B. He refers the director to the Product Owner for all information concerning the progress of development.
- C. He informs the director of organizational impediments he is aware of that prevent the team from being more productive.
- D. He suggests collaborating with him on how to remove these impediments.
- E. He educates his director how it is part of a team's self-organization to improve velocity.
- F. He invites the director to the next Sprint Retrospective to brainstorm on how they can improve.
- G. He helps the director understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expected.
- H. Meanwhile he presents this to the team as a challenge and a company goal, leaving it however up to them to figure out exactly how to achieve this.
- I. He tells the director that this is not his responsibility in Scrum.
- J. He tells the director to work with the Product Owner to check whether the estimates on the Product Backlog are being respected during implementation.

Answer: AB

Explanation:

The Scrum Master serves the organization by helping employees and stakeholders understand and enact Scrum and empirical product development and causing change that increases the productivity of the Scrum Team.

NEW QUESTION 49

Steven, the Scrum Master, is approached by one of the Development Team members saying that they are not completing regression tests for all of the work they are performing to the level defined in the Definition of Done. They have discussed this with the Product Owner and decided to remove regression testing from the Definition of Done.

Which two actions are the most appropriate for Steven to take? (Choose two.)

- A. Reject the decision as the long term maintainability of the product will be negatively impacted by modifying the Definition of Done.
- B. Accept the decision as a mutual agreement has been made between the Development Team and the Product Owner.
- C. Ask the Development Team and the Product Owner what problem they are trying to solve by altering the Definition of Done and removing regression testing from it.
- D. In what ways will this decision impact transparency and quality?
- E. Ask the Development Team and the Product Owner if they are still able to produce potentially shippable product increments by altering the Definition of Done?

Answer: CD

Explanation:

As a servant/leader, the Scrum Master facilitates conversations through open ended questions in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

NEW QUESTION 53

An organization has just hired you as a new Scrum Master to help them transition their teams from their current traditional process to Scrum. The teams are currently structured to specialize in a single function. This is also known as component teams where a team would only address a single layer (i.e. design, frontend, backend, database, testing, etc.). You've introduced the concept of cross-functional teams where all the skills needed to produce business functionality, from end to end, are inside of a single team.

What should you keep in mind when transitioning from siloed teams to cross-functional teams? (Choose two.)

- A. It is easier to compare the performance between cross-functional teams in order to identify to which teams to assign tasks and which teams need additional coaching.
- B. Newly formed teams will need time to stabilize before reaching their peak performance.
- C. During the initial stages of forming, performance will suffer and productivity may be low, although even then delivery of business value is still likely to increase.
- D. Without feature teams, you cannot do Scrum.
- E. Postpone Scrum adoption until the teams are reorganized in feature teams.
- F. People from the different layers and components will need time to become accustomed to working and delivering unified functionality together as one Scrum Team thus productivity may suffer.

Answer: BD

Explanation:

Forming a team takes time, and members often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages. When you understand it, you can help your new team become effective more quickly.

NEW QUESTION 55

When does a new Sprint begin?

- A. Immediately after the next Sprint Planning.
- B. Immediately after the end of the previous Sprint.
- C. It depends on the Product Owner.
- D. Every Monday.

Answer: B

NEW QUESTION 57

Peter, the Product Owner, has been giving positive recognition to individual Development Team members who have moved their work to 'done' during the Daily Scrum. Peter wants to ensure the team is adhering to the ideal guideline on the burndown chart.

What would be two valid actions for Steven, the Scrum Master, to take? (Choose two.)

- A. Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.
- B. Steven coaches Peter on best practices for updating the burndown chart as it provides accurate information on how well the team is performing.
- C. Nothin
- D. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.
- E. Steven coaches the Scrum Team about the purpose of the Daily Scrum.

Answer: AD

Explanation:

The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which aren't.

The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

NEW QUESTION 61

What is a good way for a Scrum Team to ensure that security concerns are addressed and transparent?

- A. Add Security Sprints to resolve security concerns when needed.
- B. Have the Scrum Team create Product Backlog items for each concern and/or add security concerns to the definition of "Done".
- C. Create a separate backlog for security items and only work on the items when a specialist becomes available.
- D. Delegate the work to an external team.

Answer: B

Explanation:

The Product Backlog and the Definition of "Done" are artifacts that promote transparency.

NEW QUESTION 65

An organization is using Scrum to build five new products.

What would be the best two options for the number of Product Owners the organization should have? (Choose two.)

- A. There is one Product Owner for each product (so five in total). Each Product Owner may delegate, share and align work within their individual Product Backlog.
- B. Enough Product Owners to delegate as much work needed to maximize utilization of all Development Team members.
- C. There is one Product Owner responsible for all five product
- D. This person is not allowed to delegate any of the Product Owner responsibilities as he/she is accountable for the success of each product.
- E. There is one Product Owner responsible for all five product
- F. In order to scale his/her role, he/she can delegate some of the individual Product Owner responsibilities to others within each product but would still remain accountable for the value of the work produced.

Answer: AD

Explanation:

The Product Owner is the sole person responsible for maximizing the value of the product through the ordering and management of the Product Backlog. This reduces complexity in communication and understanding who to go to when there are questions about the product. The Product Owner may delegate his/her responsibilities but still remains accountable for the outcome of those responsibilities.

NEW QUESTION 68

Peter is a new Product Owner on a newly formed Scrum Team. Peter has projected a product completion date based on an estimated velocity of 21 completed points per Sprint. After the first 3 Sprints, the team has determined that their maximum velocity is 15 points and they are unable to create shippable increments at the end of each Sprint.

What is the best way to proceed?

- A. The Sprints have failed to produce shippable Increments there for opportunities to inspect and adapt is lost
- B. The Scrum Master would encourage the organization to add more team members in order to increase the team's capacity.
- C. The Scrum Master would coach the team on improving their estimations and commitment to completing the Sprint Backlog.
- D. Extend the Sprint in order to complete the Sprint Backlog items.
- E. Inform Peter that the projected completion date is not correct
- F. The Development team would estimate the remaining work to produce a shippable Increment and suggest making it "Done" before working on new feature
- G. Based on empirical data, Peter can adjust the completion date and decide how to continue.

Answer: D

NEW QUESTION 70

What would be the best two ways to identify that a Development Team is self-organizing? (Choose two.)

- A. Management is able to know which members are working on which items.
- B. Creativity thrives and new possibilities are explored.
- C. The Development Team members are cross-functional and knows what it needs to do to deliver the all tasks committed to the Sprint Planning.
- D. The Development Team is able to resolve internal conflicts between members in order to continue working.

Answer: BD

Explanation:

In self-organized teams creativity thrives, conflicts can be resolved, and new possibilities are explored.

NEW QUESTION 74

The Scrum Master is no longer needed when teams become self-organized.

- A. True
- B. False

Answer: B

NEW QUESTION 79

What could be a reason for a Product Owner to delay the start of a new Sprint after the conclusion of the previous Sprint?

- A. The QA team has not finished testing the previous Increment before declaring it ready to ship.
- B. The stakeholders were disappointed with the Increment produced in the previous Sprint.
- C. There is no acceptable reason
- D. A new Sprint starts immediately after the conclusion of the previous Sprint.
- E. The Product Owner needs additional time to identify the next initiatives.
- F. There's not enough work in the Product Backlog to work on in the upcoming Sprint.

Answer: C

NEW QUESTION 84

During the Sprint Retrospective, the team is discussing the quality issues that prevented the team from delivering a releasable Increment at the end of the Sprint. The Development Team does, however, mention that they were able to achieve a high velocity. What are the best two responses for Steven, their Scrum Master, to take? (Choose two.)

- A. Stress the value of working software over measured velocity.
- B. Agree and acknowledge the Development Team's hard work, so they will be motivated to do even more in the next Sprint.
- C. Acknowledge the hard work but remind the Development Team that they need to improve in order to do even more in the next Sprint.
- D. Facilitate a discussion on how to improve the quality to a level high enough for the Increment to be releasable, even if the measured velocity drops in the next Sprint.

Answer: AD

Explanation:

Scrum employs an iterative, incremental approach to optimize predictability and control risk. The primary objective of a Sprint (iteration) is to produce a potentially shippable product Increment. Having an Increment will allow the Scrum Team to know the right thing to do in the upcoming Sprint. Having a velocity is important but working software is the primary measure of progress.

NEW QUESTION 87

In Scrum, how would budgeting and financial forecasting be performed? (Choose two.)

- 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 is not necessary as the only funding necessary is the operational costs of the Scrum Teams.
- D. Fixed budgets are not allowed in Scrum.

Answer: AB

Explanation:

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.

NEW QUESTION 88

Doing your best and helping other Scrum Team members demonstrates which of the following?

- A. Value of Commitment
- B. Increased Revenue
- C. Increased Profit
- D. Maximizing utilization
- E. High Performance

Answer: A

Explanation:

People personally commit to achieving the goals of the Scrum Team by doing their best and helping others.

NEW QUESTION 91

Which approach would you recommend to ensure that the Product Backlog items discussed at Sprint Planning are well understood, actionable, and easier to forecast?

- A. Having a separate group of business analysts and functional testers analyzing high-ordered Product Backlog items before Sprint Planning.
- B. Having the Product Owner work with stakeholders between the end of the last Sprint and before beginning the next to prepare the Product Backlog items so not to interrupt the Development Team.
- C. Having the business analysts in the Development Team create the upcoming Product Backlog items during a Sprint and adding them to the next Sprint's forecast.
- D. Having the Development Team use some time during each Sprint to help the Product Owner analyze, estimate, and design items at the top of the Product Backlog that is projected to be worked on in the upcoming Sprint.

Answer: D

Explanation:

Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. This is an ongoing process in which the Product Owner and the Development Team collaborate on the details of Product Backlog items. During Product Backlog refinement, items are reviewed and revised. The Scrum Team decides how and when refinement is done. Refinement usually consumes no more than 10% of the capacity of the Development Team. However, Product Backlog items can be updated at any time by the Product Owner or at the Product Owner's discretion.

NEW QUESTION 93

What should the Development Team do if they are approached by someone outside the team and asked to add a "very important" item to a Sprint that is in progress?

- A. Add the item to the bottom of the Sprint Backlog.
- B. Replace an item in the current Sprint of equal size.
- C. Add the item to the top of the next Sprint Backlog.
- D. Inform the Product Owner so he/she can work with the person.

Answer: D

Explanation:

Allow the Product Owner to decide what to do with the item as he/she is responsible for the flow of value.

NEW QUESTION 96

What would be two boundaries, defined in Scrum, that give guidance for teams to effectively self-organize? (Choose two.)

- A. Timeboxing the events in Scrum to allow for regular inspection and adaptation creating opportunities to adjust course in any given path.
- B. Clearly defined functional teams within the Development Team to define handoff phases during development.
- C. Creating an integrated and potentially shippable Increment by the end of each Sprint.
- D. Having a mixture of different levels of skills and experience to promote domain knowledge sharing.

Answer: AC

Explanation:

Time-boxing promotes regularity and focus for self-organized teams. Having shippable Increments allows teams to collaboratively make decisions on what needs to be done next.

NEW QUESTION 101

An organization wants to apply Scrum to build a new product and has hired Steven to be the Scrum Master of three new teams that will build the first release. The organization is new to Scrum and asks Steven for advice on how to start. Which two things should Steven first advise? (Choose two.)

- A. Each Scrum Team has its own Product Backlog with items only their team will be working on.
- B. One Product Backlog to represent all of the known work needed to be done for the product.
- C. Three Product Owners, one for each Scrum Team.
- D. Having one Product Owner to be accountable for maximizing the flow of value throughout the development process and provide transparency on the overall progress.

Answer: BD

Explanation:

The Scrum Master serves the organization in several ways, including: Leading and coaching the organization in its Scrum adoption; Planning Scrum implementations within the organization; Helping employees and stakeholders understand and enact Scrum and empirical product development.

NEW QUESTION 104

According to the values of Scrum, which is the best way to create Development Teams?

- A. The Product Owner will create a skills matrix according to what is needed for the project and work with the technical leads to allocate resources to the team.
- B. Work with the leadership team to allocate members according to skills, seniority and experience to ensure that all Development Teams are balanced fairly.
- C. Provide boundaries to the developers and allow them to self-organize into Development Teams.

Answer: C

Explanation:

When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone and self-organizing teams will be enabled to choose how best to accomplish their work.

NEW QUESTION 107

Steven is a Scrum Master of a Development Team that has members working in different cities and time zones. Organizing the Scrum events is time consuming and requires a lot of effort to set up and run. The Development Team proposes to only hold the Daily Scrum on Mondays. Which two responses would be most appropriate from Steven? (Choose two.)

- A. Coach the team on why having a Daily Scrum every day is an important opportunity to update the Sprint plan and how it helps the team self-organize work toward achieving the Sprint Goal.
- B. Ensure that there is an overall consensus by having the Development Team members vote.
- C. Help the Development Team understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members.
- D. Acknowledge and support their decision.

Answer: AC

Explanation:

The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

NEW QUESTION 112

During the implementation of an item in the Sprint Backlog, a conflict arises between team members about what work is needed to make the item 'done'. Some say it is a part of the Definition of Done and others say it isn't. Steven, the Scrum Master, observes a debate forming and members beginning to take sides. What is the best action for Steven to take?

- A. Bring the Development Team members together and interpret the Definition of Done for them so that there are no future conflicts on interpretation.
- B. Immediately end the discussion before it becomes worse
- C. Make the decision on what work is needed to make the item 'done' and teach the team about the importance of avoiding conflicts.
- D. Facilitate a session with all members on the Scrum Team to help them resolve the conflict, refine the Definition of Done, and become effective again
- E. Tell the team that conflicts are a natural occurrence and coach them on the value of resolving conflicts.
- F. Bring the Product Owner to the discussion and have him/her decide the work needed to make the item 'done.' It is the Product Owner's responsibility to manage the Development Team members.

Answer: C

Explanation:

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which are not. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

NEW QUESTION 116

During Sprint Planning, the Definition of Done will help the Development Team forecast the amount of work, selected from the Product Backlog, deemed feasible to make 'done' by the end of the Sprint.

Which two items best describe what 'done' means? (Choose two.)

- A. All the work needed to prepare the Increment for User Acceptance Testing.
- B. All the work needed to prepare the Increment for Integration Testing.
- C. Having an Increment of working software that is potentially releasable to the end users.
- D. All the work performed as defined in the Definition of Done.
- E. All the work completed within the current skills and expertise in the Development Team.

Answer: CD

Explanation:

When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Although this may vary significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency. This is the Definition of Done for the Scrum Team and is used to assess when work is complete on the product Increment. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done.

NEW QUESTION 118

The three pillars of empirical process control consist of:

- A. Planning, Inspection, Adaptation
- B. Inspection, Transparency, Adaptation
- C. Planning, Demonstration, Retrospective
- D. Respect For People, Kaizen, Eliminating Waste

Answer: B

Explanation:

These three pillars uphold every implementation of the empirical process control. Without them, Scrum cannot be implemented as intended.

NEW QUESTION 121

What is a Product Owner responsibility that he/she might delegate?

- A. Writing User Stories
- B. Ordering the Product Backlog
- C. Representing stakeholders to the Scrum team
- D. Attending the Sprint Review

Answer: B

Explanation:

The Development Team may need to order the Product Backlog as they would know the most about technical limitations, risks, or dependencies between Product Backlog Items. As User Stories is a localized practice, Scrum does not govern it or dictate the practice. How the team describes the items is up to them as long as it has enough information to be transparent and understood.

NEW QUESTION 122

Which of the following are feedback loops in Scrum?

- A. Daily Scrum, Sprint Review, and Sprint Retrospective

- B. Daily Standup, Sprint Review, and Sprint Retrospective
- C. Release Planning, Daily Scrum, and Sprint Review
- D. Grooming, Daily Status, and Sprint Review

Answer: A

NEW QUESTION 123

When multiple Scrum Teams are working from the same Product Backlog, also known as scaled Scrum, they must still work in conformance of the Scrum guide.

- A. True
- B. False

Answer: A

Explanation:

Scrum is a framework with built in flexibility to support multiple Scrum Teams working on a single product.

NEW QUESTION 127

What would be the responsibilities of a self-organizing Development Team?

- A. Update stakeholders on the daily progress and keep the burn-down chart updated.
- B. Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.
- C. Writing User Stories and reordering the Product Backlog.
- D. Deciding on the value of the product features and value estimations.

Answer: B

NEW QUESTION 128

Three Development Teams are currently building a single product and pulling work from the same Product Backlog. All three teams have identified that they will need Dan, a database specialist, to work full time in their team for the next several Sprints.

What should Steven, the Scrum Master, do to solve this potential problem?

- A. Manage the items in the Sprint Backlogs so that Dan can be utilized evenly for each team.
- B. Assign Dan to the team with the most urgent tasks first and then move him to the next team and so on until the required support is completed.
- C. Facilitate a discussion with all Development Teams on how they want to deal with this issue, and help them implement their preferred solution.
- D. Ask Dan to work with the HR department to recruit and hire additional database specialist
- E. In the meantime, have the Product Owner move items that do not depend on Dan to the top of the Product Backlog.

Answer: C

Explanation:

As a servant/leader, the Scrum Master facilitates conversations through open ended QUESTION NO:s in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

NEW QUESTION 130

What activities would a Product Owner do during an active Sprint?

- A. Engage with the stakeholders and answer QUESTION NO:s from the Development Team.
- B. Prioritize the Sprint Backlog.
- C. Participate at the Daily Scrum.
- D. Update the burndown chart.

Answer: A

NEW QUESTION 135

A Scrum Team must have a Product Owner and Scrum Master.

- A. Fals
- B. A Scrum Master is only necessary when requested or needed.
- C. Tru
- D. Each must be a full-time member on the Scrum Team.
- E. Tru
- F. Their participation and availability will impact the outcomes produced by the Scrum Team.
- G. Fals
- H. If a Product Owner is unavailable, he/she can be replaced by a Business Analyst.

Answer: C

Explanation:

A Product Owner or Scrum Master can be dedicated to one team OR participate as a member on more than one team. How much time they spend with each team will directly impact effectiveness of the team.

NEW QUESTION 137

Scrum has a role called "Project Manager."

- A. True
- B. False

Answer: B

Explanation:

The Scrum Framework only recognizes three roles although others may be needed to help the team build the most valuable product possible.

NEW QUESTION 141

Select two ways in which Scrum uses time-boxing to promote self-organization? (Choose two.)

- A. Time-boxes ensures that the Development Team commits to completing the items in the Sprint Backlog by the end of the Sprint.
- B. Time-boxes encourage the ones closest to the problem make the best possible decisions within the time- frame given the current situation.
- C. Time-boxes can help teams plan how many additional Sprints is needed for User Acceptance testing.
- D. Time-boxes helps everybody concentrate on the same problem at the same time.

Answer: BD

Explanation:

Time-boxes help everyone focus on the work of the Sprint and personally commit to achieving the goals of the Scrum Team.

NEW QUESTION 144

What might be a valid reason for abnormally cancelling a Sprint?

- A. When the Development Team discovers it cannot meet their Sprint commitments.
- B. When the work becomes too difficult for the Development Team.
- C. When the sales department discovers features that add more value than the current work being done.
- D. When the Sprint Goal becomes obsolete.

Answer: D

NEW QUESTION 148

Which two statements are the most accurate in regards to scaling Scrum for large projects requiring multiple Scrum Teams? (Choose two.)

- A. 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.
- B. A well-structured Product Backlog can minimize and often eliminate Development Team members working on multiple Scrum Teams during a Sprint.
- C. Team members must work full time on a single Scrum Team.
- D. Customizing the core Scrum framework is necessary to be successful with Scrum at large scale.

Answer: AB

Explanation:

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.

NEW QUESTION 150

Who should be present to review and adjust the selected Sprint work if the Development Team determines that it will not be able to finish the complete forecast?

- A. The stakeholders and Scrum Master.
- B. The Product Owner and the Development Team.
- C. The Development Team and Project Manager.
- D. The Scrum Master, the Business Analyst and the Development Team.

Answer: B

NEW QUESTION 154

Steven, a Scrum Master, is approached by the Development Team members complaining that one of the senior engineers is using too much time during the Daily Scrums to share technical solutions.

Which are the best two actions for Steven to take? (Choose two.)

- A. Coach the Development Team to help them find a way to solve the problem, and for them to take ownership of the solution.
- B. Contact the team member's direct manager and to resolve this problem.
- C. Suggest that the team members timebox the amount of time each person can speak at the Daily Scrum to a maximum of two minutes.
- D. Suggest using a token to limit who is allowed to speak during the Daily Scrum.
- E. Speak with the person privately and coach him on the purpose of the Daily Scrum.

Answer: AE

Explanation:

The Scrum Master serves the Development Team in several ways, including: Coaching the Development Team in self-organization and cross-functionality; Facilitating Scrum events as requested or needed.

It is the Scrum Master's responsibility to teach the Scrum Team the value and objective of each Scrum event in order to help them maximize the benefits of each event in accordance to the Scrum values and theory.

NEW QUESTION 158

The Development Team discovers that it doesn't have the tools and infrastructure to make each selected Product Backlog item done. What is the most appropriate action for the Scrum Master to take?

- A. Stop the Sprint and have the Development team work on the infrastructure before continuing.
- B. Encourage the Product Owner to accept partially done Increments and complete the work in the Hardening Sprint.
- C. Coach the Development Team to improve its skills, tools and infrastructure over time and establish a Definition of "Done" that is actually possible to achieve given the current circumstances.

Answer: C

Explanation:

The Scrum Master serves the Development Team by coaching it in self-organization and cross-functionality.

NEW QUESTION 162

In what two ways is velocity and technical debt related? (Choose two.)

- A. They are not related because technical debt is non-functional and velocity is calculated based on end user functionality.
- B. As the Development Team is working on new Product Backlog items, they may unexpectedly run into technical debt that will result the team's velocity dropping.
- C. A Development Team can artificially increase velocity by allowing technical debt to be incurred.
- D. Adding estimates to technical debt will allow the Development Team to maintain constant velocity therefore ensuring predictability.

Answer: BC

Explanation:

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 context of the situation.

NEW QUESTION 165

The Sprint length should be:

- A. Short enough to keep the business risk acceptable to the Product Owner.
- B. Short enough to be able to synchronize the development work with other business events.
- C. No more than one month.
- D. All of these answers are correct.

Answer: D

NEW QUESTION 167

Steven, a Scrum Master, has been hired by an organization that is new to Scrum. He has been invited to meet the IT and product management team to kick-off the project. During the meeting the Product Owner asks how many Sprints will be needed to address the entire architecture and infrastructure before working on the features for the new product.

What are the two best responses for Steven to explain how such work is handled in Scrum? (Choose two.)

- A. You explain that product management should not worry about technical solution
- B. You inform them that the developers will work with the IT department when needed and keep the Product Owner updated on additional time required for each Sprint
- C. The additional effort will be added to the top of the Sprint Backlog before Sprint Planning.
- D. You explain that it is more effective when architecture and infrastructure emerge alongside the development of business functionalit
- E. The additional advantage is that business value is created more quickly and earlier.
- F. You confirm that architecture and infrastructure is needed before starting on business functionality butthe estimated budget will be difficult to estimat
- G. You suggest that the first Sprint will be dedicated towards building the technical foundation in order to get an accurate estimation for any additional budget and time required.
- H. You coach the Product Owner and Development Team to add this work to Product Backlog to ensure transparency, have the Development Team estimate the work and do this in early Sprints while also creating some business functionality in the early Sprints.

Answer: BD

Explanation:

When working on complex problems in complex environments, it is difficult to fully predict all future needs and the best solutions will emerge as the work is being performed.

NEW QUESTION 169

What action can the Scrum Master take to ensure communication between the Development Team and Product Owner is effective?

- A. Ensure all communication goes through the Scrum Master first.
- B. Teach the Product Owner to talk in terms of technology and technical requirements.
- C. Observe the communications between them and facilitate discussions if needed or by request.
- D. Translate the technologies used by the Development Team in order for the Product Owner to make decisions.

Answer: C

Explanation:

One of the primary responsibilities of a Scrum Master is the ability to facilitate regardless of the context or setting.

NEW QUESTION 170

When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

- A. True
- B. False

Answer: A

Explanation:

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical debt into the system. This can give a false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.

NEW QUESTION 172

What guideline should the Scrum Master provide if the Product Owner asks how estimations should be made in Scrum?

- A. Estimates must be made in Story Points.
- B. Estimates must be in relative units.
- C. The Development Team is responsible for estimates.
- D. Estimates are made by the Product Owner.
- E. Estimates must follow the Fibonacci Sequence.

Answer: C

Explanation:

The people who will perform the work make the final estimates.

NEW QUESTION 176

The Development Team has suggested to move the Daily Scrum to every other day instead of every day. What is the most appropriate action for the Scrum Master to take?

- A. Learn why the Development Team wants this, coach the team on why the Daily Scrum is important and work with them to improve the outcome of the Daily Scrum.
- B. Support the self-organizing team's decision.
- C. Have the Development Team members vote on which days the Daily Scrum should occur.

Answer: A

Explanation:

The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

NEW QUESTION 177

What is management's role in Scrum?

- A. To provide the necessary environment and support needed as defined by the Scrum Guide by providing insights and resources that help the Scrum Teams continue moving forward.
- B. Identifying and removing people that are performing poorly.
- C. Monitoring skill levels of the Development Team.
- D. Monitoring the Development Team's velocity.

Answer: A

Explanation:

Getting the support from the business side helps facilitate the changes that fosters empiricism, self-organization, bottom-up intelligence, and intelligent release of software.

NEW QUESTION 180

Steven is a Scrum Master for three different teams building a single product from the same Product Backlog. Development Team members from each team have approached Steven complaining that their teams need Nicole, an external specialist, to commit full time for their next Sprint.

Which three acceptable solutions would Steven consider? (Choose three.)

- A. For Sprints that require Nicole's expertise for more than one team, combine the teams into one and separate when they no longer need to share her services.
- B. Investigate whether applying additional techniques or frameworks for scaling Scrum would be appropriate for this product team in the future, since you have multiple Scrum Teams working on the same product, with dependencies between the teams.
- C. People from the Development Teams with an interest in Nicole's domain could volunteer to take on this work in their respective teams.
- D. Ask Nicole for a plan to hire and train additional people in her domain, and in the meantime work with the Product Owner and Development Teams to re-prioritize the work so that tasks not depending on Nicole can be done first.
- E. Have the Development Team re-order the Product Backlog so Nicole can serve one team full-time in a Sprint.
- F. Create a team with Nicole and people from the teams to temporarily work in Nicole's domain to serve the existing teams.

Answer: BCE

Explanation:

The Scrum Master is responsible for removing impediments within the current context of the situation AND boundaries defined by the Scrum framework.

NEW QUESTION 185

Currently, your engineering department is organized in siloed teams that specialize by function (for example, design, front-end, back-end, database, and testing). What would you consider when moving away from component teams towards feature teams?

- A. You cannot begin Scrum without have feature team
- B. It is easier to measure and compare performancebetween feature team
- C. Feature teams should have an equal number of team members.
- D. Members within feature teams require compatible personalitie
- E. Feature teams should have a mix of junior and senior member
- F. Tasks are completed more quickly than component teams.
- G. Moving from component teams to feature teams could reduce, productivity in the initial stage
- H. Feature teams have less communication complexit
- I. Getting the support from the business side makes the transition easier.

Answer: C

Explanation:

The initial phase of forming a new team could cause short-term disruption as they need time to discover how to best work together. Because all the skills and competencies are inside the team the communication overhead is reduced. Having an environment that supports the Scrum values reduces complexity.

NEW QUESTION 187

At the Sprint Planning, the Development Team is not able to forecast the number of Product Backlog items it can do in the upcoming Sprint due to unclear requirements. The Product Owner, however, was able to clearly define the business objective he hopes to achieve in the Sprint. Which of the following two actions would you support? (Choose two.)

- A. The Development Team forecasts the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and pla
- B. Once the time- box for the SprintPlanning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.
- C. If all agree they can extend the Sprint Planning until the Development Team can forecast enough Product Backlog items before starting the implementation.
- D. Allow the Development Team members as much time as needed to review the Product Backlog items and reconvene with the Product Owner when they are confident enough to make a forecast for the Sprint.
- E. They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.

Answer: AD

Explanation:

All events are time-boxed events, such that every event has a maximum duration. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.

NEW QUESTION 188

Which role is responsible for engaging with stakeholders?

- A. The team lead
- B. The business analyst
- C. The project manager
- D. The Development Team
- E. The Product Owner

Answer: E

NEW QUESTION 189

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