

# Scrum

## Exam Questions PSM-II

Professional Scrum Master II



#### NEW QUESTION 1

What factors are best considered when defining the Sprint length?

- A. How often team membership changes and the size of the Development Team.
- B. Having consistent Sprint length across all Scrum Teams.
- C. The level of expertise over the technology to be used, ability to release an Increment to the end users, and the risk of being disconnected from the stakeholders.

**Answer:** C

#### NEW QUESTION 2

Which of the following statements are true about the Scrum Master role?

- A. The Scrum Master assigns the tasks to Development Team members and ensures they are completed within the committed timebox.
- B. The Scrum Master helps those outside the Scrum Team understand which interactions are helpful and teaches the Development Team to keep the Scrum meetings within the timebox.
- C. The Scrum Master is responsible for updating the Scrum board and ensuring team members avoid conflicts.
- D. At the Sprint Review, the Scrum Master demonstrates the completed Increment and answers any QUESTION NO:s from the stakeholders.

**Answer:** B

#### Explanation:

The Scrum Master is responsible not only for coaching the Scrum Team but also the organization.

#### NEW QUESTION 3

According to the Scrum Guide, where should the Daily Scrum be held?

- A. Wherever the Development Team decides is most suitable.
- B. In a room where management can attend.
- C. In the same location where the Development Team is seated.
- D. In front of the Scrum board.
- E. Wherever the Scrum Master decides is best.

**Answer:** A

#### Explanation:

Because the Daily Scrum is owned and managed by the Development Team, it is up to them to decide on the most effective place and time to hold the Daily Scrum.

#### 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 activities.
- 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

A Scrum Master is not only a servant-leader to the Scrum Team and organization, it's also considered a management position. Which three activities describe what a Scrum Master manages as reflected by the Scrum Guide? (Choose three.)

- A. Reporting on the performance of the Sprint.
- B. The way Scrum is understood and enacted within the organization.
- C. Managing the capacity and utilization of each Development Team member.
- D. Managing the process in which Scrum is applied.
- E. Managing the Product Backlog items and work in the Sprint Backlog.
- F. Removing organizational impediments that limits the team's progress and productivity.

**Answer:** BDF

#### Explanation:

The Scrum Master must understand the principles and values behind agility as well as the Scrum theory. He/she also must act in ways that reflects the values of Scrum and creates an environment for others to also embrace those values. He/she is responsible for ensuring the team's process stays within the boundaries of the Scrum framework as well as helping and supporting the team with continuous improvement.

#### NEW QUESTION 7

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 8

As a Scrum Master, you observe that the Product Owner is not collaborating with the Development Team effectively. What action would you take?

- A. Send the Product Owner to training.
- B. Nominate a proxy Product Owner.
- C. Act as the go-between.
- D. Coach the Product Owner.

**Answer:** D

#### Explanation:

A Scrum Master coaches those inside and outside the team on the values of Scrum and incremental delivery.

#### NEW QUESTION 9

How should multiple Scrum Teams, working from the same Product Backlog, select the Product Backlog items their teams plan to work on?

- A. The Product Owner will present the work and the Development Teams will select the items they will work on.
- B. The Product Owner creates separate Product Backlogs for each Development Team.
- C. Each Scrum Team would select an equal number of items.
- D. The Product Owner assigns the work to each team.
- E. The Scrum Team with the highest productivity will select the items first.

**Answer:** A

#### Explanation:

The ones doing the work are the best ones to decide what they can do and how to do it.

#### NEW QUESTION 10

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 10

A Scrum Master teaches those who are interested in the Development Team's progress that progress in Scrum comes from inspecting an Increment at the Sprint Review.

- A. True
- B. False

**Answer:** A

#### Explanation:

Working software is the primary measure of progress.

#### NEW QUESTION 15

A time-box is:

- A. An event that starts at a specific time.
- B. An event with a minimum set time.
- C. An event that cannot take more than a maximum amount of time.
- D. An event that must happen by a specific time.

**Answer:** C

**Explanation:**

All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process.

**NEW QUESTION 20**

What would be good ways of creating Development Teams that would support the Scrum values?

- A. Project Managers will allocate individuals to specific teams.
- B. Bring all the developers or existing teams together and let them propose how to organize into the new structure and self-organize into Development Teams.
- C. The operations manager determines the new team structures and assignments.
- D. Direct managers personally re-assign current reports to new teams.

**Answer:** B

**Explanation:**

The ones that will be doing the work are the best ones to decide on what Development Team structures work best.

**NEW QUESTION 24**

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 28**

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 32**

Which two statements best describe a Sprint Goal? (Choose two.)

- A. Sprint Goals are defined when the completed work is reviewed at the end of a Sprint.
- B. Sprint Goals give the Development Teams flexibility and creativity on how to implement functionality during the Sprint.
- C. During the Sprint Planning, the entire Scrum Team collaboratively crafts a Sprint Goal based on a business objective that the Product Owner would like to achieve that Sprint.
- D. Sprint Goals can change as new insights emerge during the Sprint.

**Answer:** BC

**Explanation:**

The number of items selected from the Product Backlog for the Sprint is solely up to the Development Team. Only the Development Team can assess what it can accomplish over the upcoming Sprint.

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment. It is created during the Sprint Planning meeting. The Sprint Goal gives the Development Team some flexibility regarding the functionality implemented within the Sprint. The selected Product Backlog items deliver one coherent function, which can be the Sprint Goal. The Sprint Goal can be any other coherence that causes the Development Team to work together rather than on separate initiatives.

**NEW QUESTION 35**

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 38**

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 39**

The outcome of a Sprint can be impacted by which of the following? (Choose all that apply.)

- A. The working relationships and skills of the people on the Scrum Team(s).
- B. The complexity and stability of the technology.
- C. The complexity of the requirements.

**Answer:** ABC

**Explanation:**

The knowledge, skills, behaviors of the team, and what's known and not known will impact not only how effective the team is but also the outcomes of what it can produce.

**NEW QUESTION 40**

Paul, a Product Owner of one of the Scrum Teams, has been attending the Daily Scrum. During the Daily Scrum, the Development Team members have been reporting their daily work to Paul so that he is aware of their Sprint progress and what each member is working on. What is the best action for the Scrum Master to take?

- A. Ask Paul to stop attending the Daily Scrum.
- B. Coach Paul and Development Team members on the purpose of the Scrum events and let them figure out what to do in this situation.
- C. Allow the Paul to participate in the Daily Scrum as he is responsible for the success of the product.
- D. Facilitate the Daily Scrums to avoid any conflicts between the Development Team members and Paul.

**Answer:** B

**Explanation:**

Because the Development Team is the ones doing the work, they are best suited to inspect and adapt the progress toward the Sprint Goal. At minimum, this is done every 24 hours through the Daily Scrum. It is the Scrum Master's responsibility to teach the Scrum Team the value and objective of each Scrum event in order for them to optimize the benefits of each event. Because the Daily Scrum is owned by the Development Team, it is up to them on how they should run it but the Scrum Master can provide guidance to ensure it adheres to the Scrum guidelines.

**NEW QUESTION 41**

According to Scrum theory, how should a group of fifty people be divided into multiple Development Teams?

- A. Allow the team leads to divide and select teams.
- B. Understanding the product, the product vision and the Scrum framework, the group self-organizes into teams.
- C. Create a skills matrix, identify role levels, and years of experience to assign people to teams.
- D. The teams will rotate members every Sprint to spread knowledge.

**Answer:** B

**NEW QUESTION 45**

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 50**

An organization is planning to form five new Scrum Teams to work on building a single product. A few of the future team members ask the Scrum Master who will coordinate the work between the different Scrum Teams.



What action should the Scrum Master take?

- A. Visit the five Development Teams daily to ensure alignment and that all Sprint Backlogs remain synchronized.
- B. Teach them that it is their responsibility to form the teams such that each team will have the necessary skills, knowledge, and competencies to create an integrated Increment by the end of every Sprint.
- C. Advise the teams to minimize dependencies by working on separate development branches and integrate at the end of four Sprint cycles.
- D. At the end of Sprint Planning, collect all Sprint tasks and create a consolidated plan for the entire Sprint.
- E. Teach the Product Owner to work with the technical leads on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.

**Answer: B**

**Explanation:**

Development Teams are structured and empowered by the organization to organize and manage their own work. This includes deciding how to form teams when multiple teams are needed. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. They are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.

**NEW QUESTION 53**

Your organization has formed a new Scrum Team and has assigned you as the Scrum Master. In what ways would you help the team start?

- A. Ensure the Scrum Team members have compatible personalities, have the tech leads clarify the expectations and responsibilities of each role, and propose a performance rewards system.
- B. Have the Scrum Team members introduce their background experience with each other, ask the Product Owner to discuss the product and answer QUESTION NO:s, and ensure the team understands the need for a Definition of "Done."

**Answer: B**

**Explanation:**

Scrum Teams should have all of the competencies and skills to do the work in the Product Backlog which includes understanding the goals and history of the product and ensuring that they all know what "done" means.

**NEW QUESTION 57**

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 60**

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 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 63**

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 68**

Scrum is based on which of the following?

- A. Defined process.
- B. Complex process.
- C. Empiricism.
- D. Hybrid model

**Answer:** C

**Explanation:**

Scrum addresses complex problems in complex environments and asserts that knowledge comes from experience and making decisions based on what is known. What is known can only be discovered in hindsight.

**NEW QUESTION 71**

At the end of the eighth Sprint, the internal sponsors are upset and angry with the progress of the product being built. The current state of the product is not as expected and will require additional Sprints and more budget than originally anticipated at the start of the project. What factors may have led to this? (Choose three.)

- A. The Product Owner has not been engaging with sponsors frequently enough and has not been kept aware of the overall progress of the project.
- B. The sponsors haven't been using the Sprint Reviews to actively engage, and inspect and evaluate progress.
- C. The scope changes have not been tracked adequately and the change request process has not been followed properly.
- D. The stakeholders have not been using the Daily Scrum effectively to track the Development Team's progress.
- E. The Scrum Master has not ensured transparency.
- F. The project plan proposed to the sponsors at the start of the project followed stringently.

**Answer:** ABE

**Explanation:**

One of the principles of agility includes working closely with business people. In order to manage stakeholder expectation, there must be open communication (through collaboration and transparency) throughout the project cycle. This maximizes alignment, helps with making business decisions, and reduces risk. Although, the Scrum Guide does not directly state that the Scrum Master is responsible for ensuring transparency it is implicit. The Scrum Master is responsible for the process in which Scrum is adopted and enacted. Scrum is founded on empiricism and the Scrum Master helps those inside and outside the team work in an empirical environment which includes transparency (one of the three pillars of empiricism).

**NEW QUESTION 74**

As a Scrum Master, what would you strive for if five new Scrum Teams were to work on one product?

- A. There should be five Product Owners, one for each Scrum Team.
- B. The product has one Product Backlog and one Product Owner.
- C. There should be five Product Backlogs and one Product Owner to manage them.
- D. There should be five Product Backlogs and five Product Owners.

**Answer:** B

**Explanation:**

For a single product there is one Product Backlog. For a single Product Backlog there is one Product Owner.

**NEW QUESTION 76**

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 80**

What is the recommended size for a Development Team (within the Scrum Team)?

- A. 3 to 9
- B. Minimal 5
- C. 7 plus or minus 2
- D. 9

**Answer:** A

**NEW QUESTION 82**

The Development Team should have all the skills and competencies needed to:

- A. Turn the Product Backlog items it selects into a potentially releasable product increment of functionality.
- B. Do all of the development work in order to handoff to the testers in the subsequent Sprint.
- C. Complete the project within the estimate as committed to the Product Owner.

**Answer:** A

**NEW QUESTION 86**

Collaboration issues and technical dependencies between multiple Scrum Teams working on the same product can be fully resolved by using the correct version control tools.

- A. True
- B. False

**Answer:** B

**Explanation:**

When working on complex problems in complex environments, it cannot be guaranteed that applying a specific process or tool will fix the problem. Although, process and tools are important it's more important that people collaborate and try to find different solutions together and not rely solely on a tool to fix the problem.

**NEW QUESTION 90**

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 95**

Which statement is FALSE in regards to the Sprint Goal?

- A. It is only a forecast and changes during the Sprint as more is learned.
- B. If it doesn't seem achievable, the Development Team has the courage to tell the Product Owner.
- C. The Product Owner respects the Development Team's opinion on whether they can achieve it.
- D. It helps increase focus.
- E. The Scrum Team discusses openly about alternative ways to reach it.
- F. The Development Team commits to it.

**Answer:** A

**Explanation:**

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment.

**NEW QUESTION 96**

What should a Development Team do if it realizes it has selected too much work after starting the Sprint?

- A. Modify the definition of "Done" to ensure all Product Backlog items can be done by the end of the Sprint.
- B. Work with the Product Owner to remove some work or Product Backlog items as soon as possible.
- C. Add additional team members to handle the extra work.



D. Continue working and update the Product Owner at the Sprint Review.

**Answer:** B

**Explanation:**

The Sprint Backlog is a living artifact that evolves and changes as more is learned or discovered.

**NEW QUESTION 101**

Which of these tools is mandatory for the Product Owner to use?

- A. Release burnup chart.
- B. Burndown chart.
- C. Version control.
- D. Project Gantt chart.
- E. None of the above.

**Answer:** E

**Explanation:**

The Product Owner can use any tool, method or practice that he/she finds fit in order for him/her to make the best decisions possible.

**NEW QUESTION 102**

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 106**

Who manages the progress of work during a Sprint?

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

**Answer:** D

**Explanation:**

The Development Team is self-organized, thus manages and decides how to manage their own progress.

**NEW QUESTION 107**

Which two scenarios would best represent a self-organizing Development Team? (Choose two.)

- A. The Development Team members are strictly focused on the work within their functional role and always handing off the work to other roles in a timely matter.
- B. Management works with the Scrum Master to optimize the Development Team's progress during the Sprint.
- C. Development Team members collaboratively select and re-plan their work throughout the Sprint.
- D. The Development Team invites external people to the Sprint Planning to help them create a complete and detailed Sprint Backlog.
- E. The Development Team creates its own Sprint Backlog, reflecting all work that is part of the Definition of Done.

**Answer:** CE

**Explanation:**

A self-organized team is a team that is able to self-manage and decide how best to accomplish their work.

**NEW QUESTION 111**

The Development Team can cancel the Sprint:

- A. When the availability of the Product Owner is less than expected.
- B. When the requirements for the work to be done become unclear or not understood.
- C. It can't
- D. Only Product Owners can cancel Sprints.
- E. When the Sprint Backlog is determined to be unachievable.
- F. When too many impediments occur.

**Answer:** C

**NEW QUESTION 116**

During the Sprint Review of a scaled development effort, each Scrum Team should demonstrate its individual Increment in a separate branch of the code.

- A. True
- B. False

**Answer:** B

**Explanation:**

If there are multiple Scrum Teams working on the system or product release, the Development Teams on all the Scrum Teams must mutually define the definition of “Done”. Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

**NEW QUESTION 121**

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 122**

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 127**

Which three statements best describe the purpose of having a Definition of Done? (Choose three.)

- A. It is a checklist to monitor the Development Team member’s progress on a task.
- B. It provides guidance to the Development Team when they are forecasting their Sprint Backlog during the Sprint Planning.
- C. As the Development Team is doing the work, it provides guidance on the remaining work needed to create the potentially shippable Increment by the end of the Sprint.
- D. It helps the Development Team defer any pending work to subsequent Sprints.
- E. It creates transparency and provides a common understanding of the ‘done’ state of the Increment at the Sprint Review.
- F. It helps the Scrum Team decide how much time is needed before the Sprint can end.

**Answer:** BCE

**Explanation:**

When a Product Backlog item or an Increment is described as ‘Done’, everyone must understand what ‘Done’ means. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency and is used to assess when work is complete on the product Increment. This Definition of Done provides the team guidance on what it takes to make the increment shippable.

**NEW QUESTION 129**

Cross-functional teams are specialized for working on specific system components (e.g. design, database, backend, frontend).

- A. True
- B. False

**Answer:** B

**Explanation:**

Cross-functional teams have all the skills and competencies needed to deliver end-to-end work.

**NEW QUESTION 130**

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 131

What would likely happen if management only changed the organization's current terminology to fit Scrum without the proper understanding and support of Scrum as defined in the Scrum Guide?

- A. Very little change will happen as the vocabulary in Scrum is specifically defined for implementing Scrum.
- B. The organization may not realize the real benefits of Scrum as there would be no real change on the way the teams work.
- C. Organizations may feel less stressed as the behaviors would remain familiar to management.
- D. All answers apply.

**Answer:** D

#### Explanation:

The defined terminology in Scrum was selected, designed, and defined specifically for supporting the Scrum Framework. Understanding the differences between traditional methods and the Scrum Framework will help move teams in the right direction in Scrum adoption.

#### NEW QUESTION 134

Why is it important that there is only one Product Owner per product?

- A. The Scrum Master knows who will be his back-up whenever he is unavailable, it saves the organization time and money, and the Development Team knows who to request tasks from.
- B. It is clear who is accountable for the ultimate success of the product, the Development Team always knows who determines priorities, and it helps avoid barriers to effective communication and rapid decision-making.
- C. It isn't important as multiple Product Owners can easily share a single Product Backlog.

**Answer:** B

#### NEW QUESTION 136

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 139

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 143

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 146

During Sprint Planning, the Development Team was not able to confidently forecast a Sprint Backlog but the Scrum Team was able to create a Sprint Goal for upcoming Sprint. What action should the Scrum Master take?

- A. Postpone the Sprint in order for the Product Owner to refine the Product Backlog to the level needed.
- B. Extend the Sprint Planning time-box until the Development Team can forecast enough items to begin the Sprint.
- C. Forecast the most likely Product Backlog items to meet the goal and discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- D. Request assistance from the technical architect.

**Answer:** C

#### NEW QUESTION 150

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 functionality
- 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 but the estimated budget will be difficult to estimate
- 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 155

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 157

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 160

What action should a Scrum Master take if the Development Team has decided that Retrospectives are no longer necessary?

- A. Start facilitating more productive and useful Retrospectives.
- B. Suggest reducing the frequency of the Retrospectives.
- C. Extend the Sprint time-box in order to fit the Retrospectives.
- D. Comply with the team's decision.

**Answer:** A

#### NEW QUESTION 165

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 168

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 plan.
- B. Once the time-box for the Sprint Planning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.
- 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 169

A Scrum Team has been working on a product for several iterations and has an average velocity of 55 units of 'done' work per Sprint. A second team will be added to work on the same product. What might be the impact on the original team?

- A. Their velocity is likely not affected and will remain at 55.
- B. Their velocity is likely to drop and be less than 55.
- C. Their velocity is likely to rise and be more than 55.

**Answer:** B

#### Explanation:

Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term. Adding additional teams 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.

#### NEW QUESTION 170

Part of the team's Definition of "Done" requires creating or updating technical documentation in order to maintain the product and/or features in the future. The team's technical writer will be on vacation during the Sprint. What should you do?

- A. Encourage the technical writers from other teams to form a specialized team to organize and plan the work for multiple teams.
- B. The Development Team members will write it as they are still responsible for creating the documentation to make the Increment done in conformance with their Definition of "Done."
- C. Wait until the technical writer returns before continuing with related items.
- D. Complete all development work first while adding technical documentation to the Product Backlog to be done in a subsequent Sprint.

**Answer:** B

#### Explanation:

All Product Backlog items selected for the Sprint are owned by the Development Team as a whole. Although individual members may work on specific tasks, the Development Team is still accountable for doing the work to deliver a shippable Increment.

#### NEW QUESTION 172

What is the Development Team responsible for?

- A. Writing User Stories and ordering the Product Backlog.
- B. Reporting productivity and selecting the Sprint time-box.
- C. Organizing the work required to meet the Sprint Goal and resolving internal team conflicts.

**Answer:** C

#### NEW QUESTION 175

What is the most appropriate action for the Scrum Master to take if the Product Owner is having difficulties managing the Product Backlog?

- A. Have the Development Team order the work instead of the Product Owner.
- B. Have the Product Owner order the items based on size, having the Development Team work on the smallest items first.
- C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize the flow of value.
- D. Delegate the work to the Assistant Product Owner.
- E. Delay the Sprint in order for the Product Owner to have enough time to prioritize the Product Backlog.

**Answer:** C

#### Explanation:

The Product Owner's primary concern is the flow of value reflected in the ordering of the Product Backlog.



**NEW QUESTION 177**

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