

Scrum

Exam Questions PSM-II

Professional Scrum Master II



NEW QUESTION 1

What would be typical Scrum Master activities during the Sprint?

- A. Monitor the progress of the Development Team and assigning tasks.
- B. Remove impediments and facilitating inspection and adaptation opportunities as requested or needed.
- C. Avoiding conflicts and escalating to the line managers if conflicts occur.

Answer: B

NEW QUESTION 2

Peter, a Project Manager, has raised concerns about your Scrum Team's productivity and progress towards the objectives. Which is the best way to respond to Peter's concerns?

- A. Share the Product Backlog, the projections towards the release dates and ensure that Peter has access.
- B. Show the Profit & Loss (P&L) report.
- C. Share the current impediments.
- D. Share the last stakeholder status report prepared by the Scrum Master.

Answer: A

Explanation:

One of the key pillars that support the empirical process control is Transparency. Transparency will help manage stakeholder expectations and allow the teams to effectively adapt if and when needed.

NEW QUESTION 3

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 4

How should a Scrum Master divide a group of 100 people into multiple Development Teams?

- A. Create teams based on their functional layer.
- B. Have the resource manager assign the people to teams.
- C. Ask the developers to divide themselves into teams.

Answer: C

Explanation:

A good first QUESTION NO: for you to suggest the group thinking about when forming into teams is "How will we make sure all teams have the right amount of expertise?"

NEW QUESTION 5

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 6

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 7

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 8

A cross-functional Development Team is defined as:

- A. Cross-skilled individuals who are able to do all the work necessary to deliver a shippable Increment at the end of the Sprint.
- B. A team of engineers, testers, business analysts, technical architects and functional managers.
- C. A group of full-stack developers shared across multiple teams.
- D. A team of skilled developers that can effectively multi-task on multiple Product Backlog items at the same time.

Answer: A

Explanation:

The objective of the Sprint is to produce a shippable Increment at the end of each Sprint so that the team can effectively inspect and adapt accordingly.

NEW QUESTION 9

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 10

Stakeholders are only allowed to meet with the Scrum Team at Sprint Review.

- A. True
- B. False

Answer: B

Explanation:

Getting feedback from Stakeholders is a crucial activity in Scrum. Working with stakeholders frequently ensures the team to focus on the right things to build. Although it is required to have Stakeholders at Sprint Review, they can also engage with the Scrum Team during Product Backlog Refinement, Sprint Planning or during the Sprint if the Scrum Team requires it.

NEW QUESTION 10

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 12

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 16

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 18

Steven is a Scrum Master on a new Scrum Team.

What would be the best way for him to determine if the Product Owner is interacting enough with the Development Team during a Sprint?

- A. Check whether the Product Owner is actively engaged at the Daily Scrums.
- B. Check whether the Increment presented at the Sprint Review meets the Product Owner's expectations.
- C. See whether the Product Owner has provided enough information at the Sprint Planning to make his/her presence optional during the Sprint
- D. The level of autonomy within Development Team can be the result of having the right presence from the Product Owner.
- E. The Product Owner must always be present with the Development Team
- F. Unavailability of the Product Owner is prohibited in Scrum.

Answer: C

Explanation:

Outcomes of the Scrum Team are affected by the Product Owner's participation and availability. During a Sprint he/she is responsible for answering questions from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

NEW QUESTION 21

You have been hired as a Scrum Master for a company that has been doing business for over fifty years. In order to stay competitive, they have started an initiative to digitize their legacy systems. The company has several Scrum Teams working on different components that will be integrated to a single back office platform.

Your team is responsible for building the back office platform and integrating all other components. The Scrum Teams work in two week Sprints and are expected to deliver all functionality in six Sprints.

During development the requirement changes in the other components have been slowing down your team's progress. Because of these changes, your team has estimated that they will not be able to deliver all expected work within the original timeframe. The Scrum Teams working on the other components confirm that they are still on track to meet the expected delivery date. The program manager in charge of the digitization initiative is upset and angry with your team.

As a Scrum Master, what could you do to help the Product Owner?

- A. You suggest working with the program manager and the other teams on the ordering and the value of your team's open Product Backlog items to redefine the possible delivery date.
- B. You shorten your team's Sprints to be ready sooner.
- C. You remove all items from the Product Backlog for which development is forecasted to be beyond the expected date
- D. These are likely to be low value anyhow.
- E. You suggest adding additional developers to the team in order to increase velocity and meet the original date.

Answer: A

Explanation:

The Scrum Master serves the Product Owner in several ways, including: Finding techniques for effective Product Backlog management; Helping the Scrum Team understand the need for clear and concise Product Backlog items; Understanding product planning in an empirical environment; Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value.

NEW QUESTION 26

A Scrum Team has requested a hardening Sprint to integrate the work produced in previous Sprints and test before releasing.

What three scenarios have likely occurred? (Choose three.)

- A. The team's Definition of Done is not being adhered to during every Sprint.
- B. The team's Definition of Done is weak or incomplete causing a build up of technical debt.
- C. The Development Team is having difficulties with the ability to regularly release during a Sprint.

- D. Hardening Sprints are supported by the Scrum framework so this is acceptable.
- E. Scrum has been customized in a suitable manner to make the previous work releasable.

Answer: ABC

Explanation:

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.

NEW QUESTION 29

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 QUESTION NO:s about the product. The Product Owner may delegate his/her responsibilities but still remains accountable for the outcome of those responsibilities.

NEW QUESTION 30

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 34

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 36

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 41

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 43

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 47

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 52

A high performing Scrum Team will have frequent Release Sprints.

- A. True
- B. False

Answer: B

Explanation:

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

NEW QUESTION 53

The Scrum Master is responsible for the process in which Scrum is adopted and enacted.

- A. True
- B. False

Answer: A

NEW QUESTION 54

Which stakeholder is the most important for the Product Owner to satisfy?

- A. The company founder
- B. The board of directors
- C. The Head of Product
- D. The Product's users

Answer: D

Explanation:

The highest priority is to satisfy the end users.

NEW QUESTION 59

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 60

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 61

Individual Development Team members have been approaching Steven, the Scrum Master, to complain about Chris. Chris has the most experience on the system they are building. He often QUESTION NO:s the choices team members make in design and architecture making them feel bad. What are two good ways for Steven to address this problem? (Choose two.)

- A. Steven observes whether this topic is raised at the Sprint Retrospective.
- B. If not, then he checks with the team on how comfortable they are with the way the design and architecture is being handled.
- C. Steven suggests facilitating a session with the full team to help resolve the issue.
- D. Steven tells the concerned members that Chris' opinions should be respected as he has the most experience and understands what is best for long term sustainability.
- E. Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.
- F. Steven takes the time between Sprints to organize a team building session to build a stronger relationship.

Answer: AB

Explanation:

Conflicts are a natural occurrence and the Scrum Master coaches the Development Team on the value of resolving conflicts. Leaving conflicts unresolved can impact the Scrum values of openness and respect diminishing trust. Lower trust levels will impact the Scrum Team's effectiveness and can cause impediments in the future. It is the responsibility of the Scrum Master to remove impediments that hinder the team through conflict resolution and facilitation.

NEW QUESTION 63

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 64

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 69

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 71

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 75

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 76

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 78

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 83

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