

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

Paul is a Product Owner for multiple products. Each product is allocated a dedicated Scrum Team and a set budget. Based on the average velocity of a previous product release, Paul had estimated a new product to take 9 Sprints to complete. The average velocity of the previous product release was 50 completed units of work per Sprint. Over the first 3 Sprints, the Development Team reported an average velocity of 40 completed units per Sprint, while not fully completing the required integration tests. The Development Team estimates that integration testing would require additional effort to make the increments shippable. The Development Team is unsure if the required velocity is achievable.

What is the most effective way to recover?

- A. In the next Sprints, the Development Team strives to make the selected work as close to 'done' as possible and at the minimum 90% complete
- B. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.
- C. The Development Team informs Paul that the progress he has perceived to date is not correc
- D. The Increment is not releasabl
- E. They give Paul their estimate of the effort it would take to get the previous work 'done', and suggest doing that work first before proceeding with new feature
- F. The team also re- estimates the effort to make the remaining Product Backlog items 'done', including all integration effor
- G. In the end, it is Paul's call to continue the project or to cancel.
- H. The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each membe
- I. He/she will keep track of unused resources so that it does not impact the budge
- J. Unused budget can be allocated for additional Sprints if needed.
- K. The Scrum Master sets the open work aside to be performed in one or more release Sprint
- L. They remind Paul to find funding for enough Release Sprints in which this remaining work can be don
- M. Up to one release Sprint per three development Sprints may be require
- N. It is Paul's role to inform users and stakeholders of the impact on the release date.

Answer: B

Explanation:

Scrum is founded on empirical process control and asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk. At the end of every Sprint, an increment of 'done' work must be available in order to inspect and adapt accordingly.

NEW QUESTION 3

Your company has notified the stakeholders that they will be delivering the first release of a new product within ten Sprints. On the seventh Sprint, the Scrum Team discovers that they will not be able to include all of the expected features within the first release. The Product Owner believes if they remove some items from the Definition of Done they will be able to accelerate the development process. The Development Team objects to this idea as it will lead to technical debt.

As a Scrum Master, what would be the best two ways to explain to the Product Owner the impact of technical debt? (Choose two.)

- A. As long as there is still technical debt in the current release, feature development for the next release cannot be starte
- B. The Product Owner must first agree to this impact before allowing changes to the Definition of Done.
- C. Reducing the Definition of Done will introduce unknown errors as development progresses and functionality is adde
- D. The system can become more difficult to stabilize as work progresses. Development for the actual release as well as future releases will be slowed down in unpredictable ways.
- E. Releasing the version upon a reduced Definition of Done creates false assumptions about the actual state of the syste
- F. This will create many interruptions during the development of the next release as fixes will need to be done to the previous release caused from a reduction of quality.
- G. The amount of technical debt will need to be analyzed in order to understand the impact on subsequent releases in order to allocate additional Sprints at the end of the project.

Answer: BC

Explanation:

The Definition of Done helps the Scrum Team have a shared understanding of what it means for work to be complete, to ensure transparency. The Definition of Done is used to assess when work is complete on the product Increment. It also ensures that the work that is done is in usable condition and meets the Development Teams quality standards for future sustainability.

NEW QUESTION 4

Who must ensure that the work done for a Product Backlog item conforms to the Definition of "Done?"

- A. The test team.
- B. The Scrum Team.
- C. The Scrum Master.

- D. The Product Owner.
- E. The Development Team.

Answer: E

Explanation:

The Development Team owns the Definition of “Done” and is accountable for the quality of the Product Backlog items.

NEW QUESTION 5

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 6

By the end of the Sprint, a Product Backlog item in the Sprint Backlog does not meet the team’s Definition of Done.

What two things should happen with the item? (Choose two.)

- A. It will be inspected at the Sprint Review and if it is acceptable by the stakeholders then include it in the Increment.
- B. Do not include the item in the Increment for the Sprint.
- C. Split the item and add the estimation of the completed work to the current Sprint so not to impact the velocity and add the ‘undone’ work to the next Sprint.
- D. Estimate the remaining work needed to make it ‘done’ and add it to the Product Backlog for the Product Owner to decide what to do with it.

Answer: BD

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’. 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 it is used to assess when work is complete on the product Increment.

NEW QUESTION 7

Successful use of Scrum depends on how well people behave and act in ways that reflect the Scrum values. What can the value of openness affect?

- A. Collaboration efforts.
- B. Level of product quality.
- C. Team member happiness.
- D. Time to market.
- E. Trust from stakeholders.
- F. All of the above.

Answer: F

Explanation:

The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work.

NEW QUESTION 8

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

- A. True
- B. False

Answer: B

NEW QUESTION 9

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 10

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 11

A Development Team member has notified the Scrum Master of a potential data security risk. What action should the Scrum Master take?

- A. Notify the test team.
- B. Add a Product Backlog item to address the security issue.
- C. Ask the Development Team member to share the issue with the team as soon as possible.
- D. Wait until the Sprint Retrospective to add security to the definition of "Done".

Answer: C

Explanation:

It is best to coach the Development Team members to collaborate on issues regardless of severity. They may consult the Scrum Master or Product Owner if needed.

NEW QUESTION 12

Over the course of several Sprints, the relationship between the Product Owner and the Development team has suffered. The Development Team is upset with the Product Owner for the constantly changing the upcoming items for the product. The Product Owner is upset with the Development Team for changing the work that needs to be done during the Sprint.

What should Steven, the Scrum Master, do?

- A. During the Sprint Retrospective, ask the Product Owner and the Development Team to address the issues. Have the Team discuss why the changes occur and what impact they have on the value of the product.
- B. The Scrum Master's responsibility is to ensure the Development Team has a stable velocity.
- C. Any changes that negatively impact the team's velocity will be rejected by the Scrum Master.
- D. Take the time between Sprints to organize a team building session to rebuild the relationship.
- E. Explain to the Development Team that the Product Owner is accountable for flow of value and needs to be followed in order to maximize the value delivered.

Answer: A

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 13

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 14

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 15

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

- A. True
- B. False

Answer: A

NEW QUESTION 16

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 17

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 18

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 19

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 20

How often should Development Team membership change?

- A. Frequently in order to share knowledge.
- B. As needed, while taking into account a short term reduction in productivity.

- C. Never, as it conflicts with the Scrum process.
- D. As needed, as long as it doesn't impact productivity.

Answer: B

Explanation:

It is not mandatory that the same team stay together, although it must be understood that any changes to the team will impact how they work together.

NEW QUESTION 21

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