

PSM-II Dumps

Professional Scrum Master II

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NEW QUESTION 1

Who can prematurely cancel a Sprint?

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

Answer: B

Explanation:

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

NEW QUESTION 2

Which role would know the most about the progress toward a business objective or a release, and be able to explain clearly the alternatives?

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

Answer: A

NEW QUESTION 3

Technical Debt can lead to false assumptions about the current state of the system and the Increment reviewed at the end of the Sprint.

- A. True
- B. False

Answer: A

Explanation:

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

NEW QUESTION 4

Which role is responsible for determining when it is most appropriate to update the Sprint Backlog?

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

Answer: B

Explanation:

The Development Team is responsible for tracking the remaining work of the Sprint.

NEW QUESTION 5

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 6

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 7

What are typical Product Owner activities during Sprint 0?

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

Answer: E

Explanation:

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

NEW QUESTION 8

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 9

Kevin is a senior developer that has recently joined an existing Scrum Team. The existing team members are unable to get along with Kevin and conclude that he is not a culture fit.

If necessary, who is responsible for removing the new team member, and why?

- A. The Scrum Master because he/she is responsible for removing Impediments.
- B. The Development Team is responsible because it is an internal team issue, and may request help from the Scrum Master.
- C. The HR department, as they are responsible for the hiring process.
- D. The Product Owner because he/she is responsible for managing the team.

Answer: B

Explanation:

The ones closest to the problem are the best ones to understand and solve the problems. The Scrum Master can remove members (if empowered). The QUESTION NO: is focused on the ownership of the root problem. The Development Team is responsible for addressing internal conflicts and may request help from the Scrum Master if needed. Because this is a localized issue, they are the ones that must initiate the actions for the results they desire.

NEW QUESTION 10

During the Sprint Review, the Product Owner decides to release the current Increment to production. The stakeholders suggest temporarily delaying the next Sprint in order to respond more quickly to user feedback after the release. The Product Owner prefers to continue to the next Sprint and make progress towards the next release. Steven, the Scrum Master, begins facilitating the discussion. What would be two acceptable outcomes of the discussion? (Choose two.)

- A. Continue with the Sprints and include the customer feedback in the Product Backlog.
- B. Delay the next Sprint to allow the Development Team to work on new customer feedback.
- C. Continue with the Sprints but shorten the Sprint time-boxes to allow for shorter feedback loops.
- D. Continue with the Sprints but allow the Sprint Goal within the Sprint to change according to the customer feedback.

Answer: AC

Explanation:

A new Sprint starts immediately after the conclusion of the previous Sprint. Delaying the start of the next Sprint interrupts progress and can reduce the Time-to-Market. Shortening the Sprint length allows the team to respond quicker to changes outside of the Sprint plan and while still allowing delivery of business value. Adding user feedback to the Product Backlog helps the Product Owner with ordering the backlog to maximize the flow of value. During the Sprint no changes are made that would endanger the Sprint Goal.

NEW QUESTION 10

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 13

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 17

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 19

A PO (Product Owner) is essentially the same thing as a traditional PM (Project Manager).

- A. True
- B. False

Answer: B

NEW QUESTION 21

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production. Is it a good idea to postpone UAT until the end of the project to prevent the Development Team from being disrupted during the Sprints?

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

Answer: A

Explanation:

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

NEW QUESTION 26

Customer satisfaction should be measured:

- A. Annually
- B. Quarterly
- C. Daily
- D. Frequently

Answer: D

Explanation:

Frequent enough to ensure the team is building the right thing at the right time but not so frequent it hinders the team from the work.

NEW QUESTION 31

Which statement is correct about the length of the Sprints?

- A. All Sprints must be one month or less and it is optimal to have a consistent Sprint length.

- B. The Sprint length is dependent on the development effort forecasted (amount of items selected) during Sprint Planning.
C. The Sprint length is calculated by aggregating the time required to design, code and test.
D. The Sprint Length is defined by the Scrum Master.

Answer: A

NEW QUESTION 36

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 40

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 42

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 45

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 50

When does a new Sprint begin?

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

Answer: B

NEW QUESTION 53

A new Product Owner has joined an existing Scrum Team that has been working together for eight Sprints. The Development Team has grown to have a good understanding of the functionality and business for the product they have been building. The Product Owner, being new to the company, is unsure about his responsibilities.

As a Scrum Master explain what two acceptable ways of helping the Product Owner would be. (Choose two.)

- A. You advise the Product Owner to start building a good relationship with the stakeholders of the product. Ongoing interaction with them is important to regularly align with changing organizational or market expectation
- B. The Product Owner is also expected to invite the right stakeholders to the Sprint Review meeting.
- C. You inform the Product Owner that, in today's highly competitive markets, it is important that the Development Team is updated on changing business priorities on a daily basis
- D. The Daily Scrum allows the Development Team to adapt to the changes in scope without delay.
- E. You tell the Product Owner to make sure that there are no ambiguities or possible misunderstandings in the items on the Product Backlog when they are handed over to the Development Team
- F. This is best done by capturing the functional requirements during an analysis phase, resulting in documents that are considered as the working product of such analysis Sprints.
- G. You advise the Product Owner to rely on the Development Team and the stakeholders to formulate the Product Backlog, as they are the ones most knowledgeable
- H. By asking questions and working with them the Product Owner will quickly be up to speed.

Answer: AD

Explanation:

The ones that are closest to the work are the best ones to understand and explain what the work is and what the needs of the users and product are.

NEW QUESTION 56

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 61

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 65

A key measure of success for the Product Owner is velocity.

- A. True

Answer: B

Explanation:

Velocity only measures the team's average speed and does not reflect how much value is being delivered to the customers. Even when it's considered inside the project, while it's important, it's not the key measure of success. The Product Owner should be focused on how much value is delivered to the customers.

NEW QUESTION 68

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

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

Answer: C

NEW QUESTION 71

Which Scrum Value is impacted by trust?

- A. Respect
- B. Courage
- C. Commitment
- D. Openness
- E. Focus
- F. All of the above

Answer: F

Explanation:

Without trust, team members will have difficulties acting and behaving in the ways that reflect the Scrum values and how effective they apply empiricism.

NEW QUESTION 75

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 79

Steven is a Scrum Master of a Scrum Team that is new to Scrum. At the halfway point of the Sprint, the Product Owner comes to Steven telling him that he is concerned the Development Team will not be able to complete the entire Sprint Backlog by the end of the Sprint. What should Steven do in this situation?

- A. Motivate the Development Team to meet their commitment to the Product Owner.
- B. Coach the Product Owner that with complex software development, you cannot promise the entire scope that was forecast during Sprint Planning
- C. As more is learned during the Sprint, work may emerge that affects the Sprint Backlog.
- D. Advise the Product Owner that the Development Team owns the Sprint Backlog and it is up to them to meet their commitment
- E. No one tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.
- F. Add more people to the Development Team to meet the Product Owner's expectations.

Answer: B

Explanation:

Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver that functionality into a 'Done' Increment. 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.

Why C is incorrect:

- a) The Dev Team does not commit to finishing all items in the Sprint Backlog. Committing to completing all items would be fixed scope and fixed time leaving no room to adapt. They commit to the Sprint Goal and doing the right thing.
- b) It's also incorrect for the PO to focus on completing the entire Sprint Backlog. Finishing everything should not be his main focus. Having a shippable increment that meets the Sprint Goal is more important than trying to finish everything. The advice in option C is equivalent to "Don't worry, they'll get everything done." but because of the complex domain, you cannot guarantee everything will get done.

NEW QUESTION 80

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 83

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

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

Answer: C

Explanation:

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

NEW QUESTION 88

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

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

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

Answer: CD

Explanation:

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

NEW QUESTION 90

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 92

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

- A. True
- B. False

Answer: A

NEW QUESTION 97

If there are multiple Scrum Teams working on the same product, all of the Scrum Teams must mutually define a Definition of Ready (DoR). The DoR is a checklist that the Product Owner must fulfill before a Product Backlog item can be presented at the Sprint Planning. This protects the Development Team from interruptions and disruptions during the Sprint.

- A. True
- B. False

Answer: B

Explanation:

Product Backlog items should be clear enough and have enough information for the Product Owner and Development to understand the work that needs to be done and to create a forecast of Product Backlog items to implement the Sprint Goal. Nothing stops the flow of Sprints, for example, we do not delay the Sprint because the items are not ready. In such cases, the "unready" items would be selected for the Sprint anyway and refined during the Sprint.

In the case that the Product Backlog items are not clear enough, the Development Team forecasts the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint. At the end of the Sprint, the Scrum Team can discuss in the upcoming Sprint

Retrospective why this happened and what changes will make it less likely to recur.

NEW QUESTION 102

Steven, who is a Scrum Master, on one of the Scrum Teams has approached you asking for advice. Their Daily Scrum requires more than 15 minutes and the team has suggested dividing themselves into two separate teams in order to stay within the time box.

As another Scrum Master, what would be the best response?

- A. Agree – this is an appropriate solution to the problem.
- B. Disagree – as the root cause may not be that the team is too big.
- C. Unsure – dividing a team into two cannot be decided based on this informatio
- D. You offer to observe.
- E. Agree – You agree that dividing the team into two is a good strategy to allow the teams to learn how to run Daily Scrums quickly and effective
- F. Once they've learned to limit the Daily Scrum to 15 minutes, you can merge the teams again.

Answer: C

Explanation:

The relationship between cause and effect can become more clear when more information emerges.

NEW QUESTION 106

How much time is allowed between the conclusion of the current Sprint and the start of the next Sprint?

- A. Maximum of one day for Sprints that are time-boxed to two weeks.
- B. Non
- C. A new Sprint starts immediately following the conclusion of the previous Sprint.
- D. Enough time for the last Increment to finish testing.
- E. Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.
- F. All of the above are allowed.

Answer: B

NEW QUESTION 107

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

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

Answer: BD

Explanation:

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

NEW QUESTION 111

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

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

Answer: AB

Explanation:

A person or team working on a single problem at a time is typically more effective than one that is working on multiple problems congruently as they can fully focus and dedicate their energy to resolving the problem before moving to the next. Having a well-structured Product Backlog can help minimize dependencies and increase focus for each team.

NEW QUESTION 116

A new Product Owner is hired to work on an existing product that has ongoing for five Sprints. He/she is unsure about all of the responsibilities of a Product Owner. Which of these Product Owner's activities are defined in Scrum?

- A. Writing User Stories.
- B. Interacting with stakeholders and ensuring that the most valuable functionality is always produced first.
- C. Describing features as Use Cases.
- D. Ensuring work is completed within scope and time.

Answer: B

NEW QUESTION 120

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

- A. They are not related because technical debt is non-functional and velocity is calculated based on end user functionality.

- B. As the Development Team is working on new Product Backlog items, they may unexpectedly run into technical debt that will result the team's velocity dropping.
- C. A Development Team can artificially increase velocity by allowing technical debt to be incurred.
- D. Adding estimates to technical debt will allow the Development Team to maintain constant velocity therefore ensuring predictability.

Answer: BC

Explanation:

Technical debt is a natural occurrence when developing complex products. It is a concept in software development that reflects the implied cost of additional rework caused by choosing an easy solution now instead of using a better approach that would take longer. And how it is managed will depend on the team AND context of the situation.

NEW QUESTION 123

What must the Development Team do during the first Sprint?

- A. Create a potentially shippable product Increment that includes at least one piece of functionality.
- B. Analyze and estimate the requirements for the subsequent Sprints.
- C. Create a project plan in order to map functional development to Sprint dates.
- D. Only design and develop the architecture and infrastructure.

Answer: A

Explanation:

Sprints promote iterative and incremental development.

NEW QUESTION 128

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 129

Which two behaviors would reflect Servant Leadership in a Scrum Master? (Choose two.)

- A. Facilitating Scrum Events as requested or needed.
- B. Coaching the Development Team, the Product Owner and the organization on how to work empirically.
- C. Staying away from internal Development Team interactions, maximizing their autonomy and freedom.
- D. Resolving every impediment for the Development Team.

Answer: AB

Explanation:

The Scrum Master is responsible for serving the team by facilitating and removing impediments to ensure there are minimal roadblocks in the way of the team. The Scrum Master also coaches the Scrum Team and organization to ensure the benefits of Scrum is realized.

"Removing every impediment for the Development Team" may seem like the right thing to do but by doing it this way, the Dev Team's ability to self-organize would be limited. There are some impediments that will depend solely on the Scrum Master and there will be some that require collaboration with the Dev Team. The former might be working with the finance department to renew services that the team is using. The latter might be lack of skills to make a particular item done. The Scrum Master can coach the team on finding different solutions to resolve the issue.

"Removing impediments" is good. "Removing every impediment for the Development Team" is not so good and sometimes not even possible.

NEW QUESTION 131

When does a Sprint end?

- A. When there is no work remaining in the Sprint Backlog.
- B. When the time-box expires.
- C. It depends on the Product Owner.
- D. Immediately after the conclusion of the Sprint Review.

Answer: B

NEW QUESTION 134

The purpose of a Sprint is to produce a potentially releasable product Increment.

- A. True
- B. False

Answer: A

Explanation:

Sprints promote iterative and incremental development.

NEW QUESTION 138

During the Sprint Review, one of the stakeholders announces that due to recent market changes, there is risk that funding might be reduced for the project. This triggers tensions to rise and arguments to break out between members.

As a Scrum Master, what would be the best two actions to take? (Choose two.)

- A. Defend the original budget and request the stakeholders to adhere to the original agreed funding for the product.
- B. Encourage the stakeholders and Product Owner to focus on delivering the highest value items for the next Sprint.
- C. Be objective and request for a short break for people to calm down.
- D. Avoid getting involved as it is the Product Owner's responsibility to manage stakeholder expectations.
- E. Inform everyone that the team needs to stay busy until the information is formally announced.

Answer: BC

Explanation:

The Scrum Master is responsible for promoting and supporting Scrum by helping everyone embody the values of commitment, courage, focus, openness and respect.

NEW QUESTION 139

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 143

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 147

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 150

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 153

You have a Scrum Team that has been working together for over a year. The Development Team consists of eleven members who rarely collaborate and work within their functional boundaries. There are no Sprint Goals and most of the items in the Sprint Backlog are unrelated. The Scrum Team has concluded that it is not possible to create Sprint Goals based on the items in the Product Backlog.

What might explain why the Scrum Team is finding it difficult to craft Sprint Goals? (Choose all that apply.)

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

Answer: BCD

Explanation:

Many people misinterpret the Scrum Guide as stating the Development Team size is limited to 3-9 members. In reality, it only states that there is inherent risk attached to having less than 3 members and more than 9 members. As the number of members increases, the lines of communication also increase. This can be calculated using the Group intercommunication formula: $n(n-1)/2$ where n is the number of members. Some teams are able to handle the risk and "synergize" whereas others might struggle. Saying that, the relationship between defining a Sprint Goal and Development Team size is unclear.

But the relationship between the ordering of the Product Backlog, the PO having clear objectives, and the Sprint Goal are direct. The Product Owner typically comes to the Sprint Planning with a business objective in mind and Product Backlog items related to the business objective. After deciding what can be done for the upcoming Sprint, the Scrum Team will craft a Sprint Goal that would be met through the implementation of the items. This is not dependent on the size of the team nor length of the Sprint.

Scrum is also a framework that's fit for purpose. Some projects/products are not fit for Scrum... or, better stated, Scrum is not suitable for all projects/products.

NEW QUESTION 158

How should a Scrum Master respond if the Product Owner plans the first Sprint to only focus on setting up the infrastructure and architecture in order to work on functionality in a subsequent Sprint?

- A. Help the Product Owner understand the value of including business functionality into every Sprint and explain to him/her that the best architecture and infrastructure emerge alongside the development of the functionality.
- B. Support the Product Owner's decision as he/she is accountable for maximizing the value of the work that the Development Team does.
- C. Explain that one Sprint may be too short to finish the architecture and he should pre-allocate subsequent Sprints just in case.
- D. Add at least one technical architect to the Development Team to ensure the architecture can be completed in the first Sprint.

Answer: A

Explanation:

Getting feedback from the Users and Stakeholders is a crucial activity in Scrum. It reduces waste from building items that add no value. Saying that, the best architectures, requirements, and designs emerge from self-organizing teams.

NEW QUESTION 159

On a project where multiple Scrum Teams are working from the same Product Backlog, how should the work be distributed between teams?

- A. The Scrum Team with the highest capacity will pull items from the Product Backlog first.
- B. Each Scrum Team must have an equal amount of User Stories per Sprint.
- C. The Product Owner separates the Product Backlog items for each team.
- D. The Development Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.

Answer: D

Explanation:

During Sprint Planning the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team regardless of the number of Development Teams working from the same Product Backlog. Only the Development Team can assess what it can accomplish over the upcoming Sprint.

NEW QUESTION 163

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 166

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