



# Scrum

## Exam Questions PSM-II

Professional Scrum Master II

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#### NEW QUESTION 1

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 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

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

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

**Answer:** A

#### NEW QUESTION 4

Steven is a Scrum Master for three Scrum Teams building the same product and working from the same Product Backlog. Management wants to standardize how velocity is calculated across all three teams in order to identify which teams are high performing and which teams need more support. What would be the best two responses Steven could provide to management? (Choose two.)

- A. There is no direct relationship between velocity and value.
- B. Standardizing velocity across teams is a good way to understand which teams are producing the most value.
- C. Providing incentives based on velocity can increase the Scrum Team's motivation to produce more value.
- D. Velocity is the amount of business functionality that a Scrum Team creates in a Sprint.
- E. It is unique to that team and used as an input to Sprint Planning.

**Answer:** AD

#### Explanation:

Working software is the primary measure of progress. Scrum is based on empirical process control theory where delivering working software frequently and measuring the impact helps the Product Owner maximize opportunity for the business to deliver value.

#### NEW QUESTION 5

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 correct
- D. The Increment is not releasable
- 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 effort
- 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 member
- I. He/she will keep track of unused resources so that it does not impact the budget
- 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 Sprints

- 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 6**

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 7**

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

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

**Answer:** C

**NEW QUESTION 8**

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 9**

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 10**

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 10

A time-box is:

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 13

At the fifth Sprint Retrospective, the Product Owner mentions that he is surprised about the amount of technical debt that has built up in the system and that the product is not able to support an adequate number of users. Peter, the Product Owner, is upset that the product will need several more Sprints to address the scalability issues in order to meet his expectations.

What factors may have led to this?

- A. The Scrum Team has not used the past Sprint Retrospectives effectively to inspect and adapt.
- B. The Development Team has not been paying enough attention to technical quality.
- C. The Development Team and the Product Owner are not having conversations around technical debt.
- D. The Scrum Master has not ensured that the Scrum Team is transparent.
- E. All of the above.
- F. None of the above.

**Answer:** E

#### Explanation:

Each component within the Scrum framework serves a specific purpose and is essential to Scrum's success and usage. Scrum's roles, events, artifacts, and rules are immutable and although implementing only parts of Scrum is possible, the result is not Scrum.

#### NEW QUESTION 18

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

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

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

**Answer:** BEF

#### Explanation:

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

#### NEW QUESTION 21

Adding more resources in Scrum will proportionally increase the value delivered.

- A. True
- B. False

**Answer:** B

#### Explanation:

When working on complex problems in complex environments, adding more resources (people, money, tools, etc.) cannot guarantee increased value or success.

#### NEW QUESTION 26

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

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

**Answer:** E

#### NEW QUESTION 30

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 31**

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 35**

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 38**

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

- A. True
- B. False

**Answer:** B

**NEW QUESTION 43**

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

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

**Answer:** D

**Explanation:**

The Product Owner is accountable for managing the Product Backlog.

**NEW QUESTION 45**

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 47**

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 QUESTION NO:s from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

**NEW QUESTION 52**

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 56**

Scrum is based on which of the following?

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 59**

Which of the following is true about the Product Owner role?

- A. Can be shared between multiple people on a Scrum Team, Is the same as a Project Manager
- B. Is played by a committee or a team of people.
- C. Is one person
- D. Can be influenced by a committee
- E. Is accountable for ordering the Product Backlog.

**Answer:** B

**NEW QUESTION 63**

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

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

- A. Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.
- B. Steven coaches Peter on best practices for updating the burndown chart as it provides accurate information on how well the team is performing.
- C. Nothing
- D. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.
- E. Steven coaches the Scrum Team about the purpose of the Daily Scrum.

**Answer:** AD

**Explanation:**

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

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

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

**NEW QUESTION 66**

A Scrum Team has requested a hardening Sprint to integrate the work produced in previous Sprints and test before releasing. What three scenarios has 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 68**

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

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

**Answer:** BD

**Explanation:**

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

**NEW QUESTION 69**

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

- A. True
- B. False

**Answer:** B

**NEW QUESTION 73**

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 74**

Which statement best describes Scrum?

- A. A clearly defined methodology that defines the software development process.
- B. A manual for defining best practices for software development.
- C. A clearly defined and predictable process that follows the principles of Computer Science.
- D. A framework to address complex products in complex environments.

**Answer:** D

**Explanation:**

Frameworks allow those closest to the problem the flexibility to creatively and productively deliver products of the highest possible value. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex projects.

**NEW QUESTION 75**

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 Plannin
- 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**

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 84**

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 85**

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 86**

Who manages the progress of work during a Sprint?

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

**Answer:** D

**Explanation:**

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

#### NEW QUESTION 88

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 89

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

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

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

**Answer: CD**

#### Explanation:

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

#### NEW QUESTION 93

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

- A. True
- B. False

**Answer: B**

#### Explanation:

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

#### NEW QUESTION 95

During a Product Backlog refinement meeting, the Product Owner introduces a business objective that will be worked on for the next several Sprints. The Product Owner envisions several key features necessary to be delivered in order to meet the business objective. As the features will be using sensitive user data it will be subjected to external security audits. These non-functional security requirements were not applicable to previous Increments.

What are two good ways the Development Team can handle these high-security concerns? (Choose two.)

- A. They should be planned in parallel Sprints so not to disrupt the Development Team during feature development
- B. After security concerns have been finalized, they will be applied to the work that is already completed before new feature development can continue.
- C. They should be handled in a parallel Sprint by a separate security team so that security can be resolved through application enhancements without impacting the functional development.
- D. A complete list of security-related Product Backlog items needs to be created before starting a new Sprint.
- E. During the Sprint Retrospective, the Development Team assesses how to add these expectations to their Definition of Done so every future Increment will meet these security requirements
- F. If needed they can work with external specialists to better understand the requirements.
- G. They are added to the Product Backlog and addressed throughout the next Sprints, combined with creating the business functionality in those Sprints, no matter how small the business functionality.

**Answer: DE**

#### Explanation:

In order to ensure transparency, work that must be done to the product must be visible in either the Product Backlog or the Definition of Done.

#### 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 101**

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

- A. True
- B. False

**Answer:** A

**Explanation:**

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

**NEW QUESTION 106**

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

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

**Answer:** B

**NEW QUESTION 110**

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

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

**Answer:** A

**NEW QUESTION 114**

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

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

**Answer:** C

**Explanation:**

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

**NEW QUESTION 116**

Scrum has a role called “Project Manager.”

- A. True
- B. False

**Answer:** B

**Explanation:**

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

**NEW QUESTION 119**

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 124**

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 rapiddecision- making.
- C. It isn't important as multiple Product Owners can easily share a single Product Backlog.

**Answer:** B

**NEW QUESTION 127**

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 128**

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 133**

Scrum addresses which of the following four risks in software development? (Choose four.)

- A. The complexity and unpredictability of the requirements.
- B. The stability and complexity of the technology.
- C. The skills and working relationships of the people on the teams.
- D. The timescale of the planned work.
- E. The clear definitions of stages and gateways in the overall governance model.
- F. The definition of incentive and bonus strategies by HR for all team members.

**Answer:** ABCD

**Explanation:**

Scrum is a framework within which people can address complex adaptive problems, while productively and creatively developing, delivering, and sustaining complex products of the highest possible value. Scrum employs an iterative, incremental approach to optimize predictability and control risk.

**NEW QUESTION 137**

What should a Development Team do if they don't understand a functional requirement?

- A. Request a specialist to be added to the Development Team.
- B. Move the item to a future Sprint.
- C. Complete as much as possible and add the remaining work as a new Product Backlog item.
- D. Work with the Product Owner to determine what is possible and acceptable.

**Answer:** D

**NEW QUESTION 142**

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

- A. Start facilitating more productive and useful Retrospectives.
- B. Suggest reducing the frequency of the Retrospectives.
- C. Extend the Sprint time-box in order to fit the Retrospectives.



D. Comply with the team's decision.

**Answer:** A

#### NEW QUESTION 146

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

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

**Answer:** B

#### Explanation:

Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term. Adding additional teams often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages.

#### NEW QUESTION 147

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

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

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 148

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 151

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 156

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 159**

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