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How to study the Scrum PSM II: Professional Scrum Master II Exam

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NEW QUESTION 10

What is a good way for a Scrum Team to ensure that security concerns are addressed and transparent?

* Add Security Sprints to resolve security concerns when needed.

* Have the Scrum Team create Product Backlog items for each concern and/or add security concerns to the definition of “Done”.

* Create a separate backlog for security items and only work on the items when a specialist becomes available.
* Delegate the work to an external team.

The Product Backlog and the Definition of "Done" are artifacts that promote transparency.

NEW QUESTION 11

Who must ensure that the work done for a Product Backlog item conforms to the Definition of "Done?"
* The test team.
* The Scrum Team.
* The Scrum Master.
* The Product Owner.
* The Development Team.

Explanation/Reference:

Explanation:

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

NEW QUESTION 12

The Sprint length should be:
* Short enough to keep the business risk acceptable to the Product Owner.
* Short enough to be able to synchronize the development work with other business events.
* No more than one month.
* All of these answers are correct.

NEW QUESTION 13

What would be the responsibilities of a self-organizing Development Team?
* Update stakeholders on the daily progress and keep the burn-down chart updated.
* Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.
* Writing User Stories and reordering the Product Backlog.
* Deciding on the value of the product features and value estimations.

NEW QUESTION 14

Who is responsible for ensuring the Product Backlog items are understood to the level needed?
* The Business Analyst.
* The Scrum Master.
* The Development Team.
* The Product Owner.

The Product Owner is accountable for managing the Product Backlog.

NEW QUESTION 15

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

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

NEW QUESTION 16

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.)
* 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 expectations. The Product Owner is also expected to invite the right stakeholders to the Sprint Review meeting.
* 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. The Daily Scrum allows the Development Team to adapt to the changes in scope without delay.
* 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. 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.
* 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. By asking questions and working with them the Product Owner will quickly be up to speed.
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 17

A Scrum Master teaches those who are interested in the Development Team's progress that progress in Scrum comes from inspecting an Increment at the Sprint Review.
* True
* False
Working software is the primary measure of progress.

NEW QUESTION 18

Which two behaviors would reflect Servant Leadership in a Scrum Master? (Choose two.)
* Facilitating Scrum Events as requested or needed.
* Coaching the Development Team, the Product Owner and the organization on how to work empirically.
* Staying away from internal Development Team interactions, maximizing their autonomy and freedom.
* Resolving every impediment for the Development Team.
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 19

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

* There should be five Product Owners, one for each Scrum Team.
* The product has one Product Backlog and one Product Owner.
* There should be five Product Backlogs and one Product Owner to manage them.
* There should be five Product Backlogs and five Product Owners.

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

NEW QUESTION 20

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?

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

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:s from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

NEW QUESTION 21

What is a Product Owner responsibility that he/she might delegate?

* Writing User Stories
* Ordering the Product Backlog
* Representing stakeholders to the Scrum team
* Attending the Sprint Review

Explanation

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 22

When does a Sprint end?

* When there is no work remaining in the Sprint Backlog.
* When the time-box expires.

* It depends on the Product Owner.
* Immediately after the conclusion of the Sprint Review.

NEW QUESTION 23

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

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 24

Doing your best and helping other Scrum Team members demonstrates which of the following?
* Value of Commitment
* Increased Revenue
* Increased Profit
* Maximizing utilization
* High Performance

People personally commit to achieving the goals of the Scrum Team by doing their best and helping others.

NEW QUESTION 25

What would be typical Scrum Master activities during the Sprint?
* Monitor the progress of the Development Team and assigning tasks.
* Remove impediments and facilitating inspection and adaptation opportunities as requested or needed.
* Avoiding conflicts and escalating to the line managers if conflicts occur.

NEW QUESTION 26

A high performing Scrum Team will have frequent Release Sprints.
* True
* False

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

NEW QUESTION 27

What guideline should the Scrum Master provide if the Product Owner asks how estimations should be made in Scrum?
* Estimates must be made in Story Points.
* Estimates must be in relative units.
* The Development Team is responsible for estimates.

* Estimates are made by the Product Owner.
* Estimates must follow the Fibonacci Sequence.

The people who will perform the work make the final estimates.

NEW QUESTION 28

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

* Collaboration efforts.
* Level of product quality.
* Team member happiness.
* Time to market.
* Trust from stakeholders.
* All of the above.

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

NEW QUESTION 29

At the eighth Sprint Review, the stakeholders are upset that the product being built is not what they expected and will incur additional costs that was not planned for.

What may have led to this?

* The Scrum Master has not been reporting on the progress of the Scrum Team. The Product Owner has not been managing the Development Team’s tasks effectively. The Development Team has not been improving their velocity.
* The Scrum Master has not ensured that the project is transparent. The Product Owner has not made the stakeholders aware of the progress of the project. The stakeholders have not been attending the Sprint Reviews.
* The Scrum Master has not been attending the Daily Standup. The Product Owner has not been using the Gantt chart correctly. The Stakeholders has not been invited to the Sprint Retrospectives.

Scrum requires significant aspects of the process to be visible to those responsible for the outcome. This includes transparency with internal and external stakeholders.

NEW QUESTION 30

A cross-functional Development Team is defined as:

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

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

NEW QUESTION 31

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

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

Explanation/Reference:

Explanation:

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

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This will help you to create a job atmosphere that is useful for the growth of the business.Having a Scrum Master Certified Professional in the team is always a plus for the organization.This certification serves as concrete evidence for employers who are searching for employees with agile development skills.

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