

# PSM-II<sup>Q&As</sup>

Professional Scrum Master level II (PSM II)

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### QUESTION 1

A Scrum Team has been working on the same product for twelve Sprints. What would likely be the immediate impact on the original Scrum Team if two new Scrum Teams are to be added the same product?

- A. Its productivity is likely to decrease.
- B. Its productivity is likely to increase.
- C. Its productivity is likely to stay the same.

Correct Answer: A

The productivity of the original Scrum Team would likely decrease as they would need to take time to assist and support the new Scrum Teams in order for them to perform optimally.

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### QUESTION 2

In order to start the first Sprint, Scrum only requires a Product Owner with enough ideas, a Development Team to execute on those ideas, and a Scrum Master to guide the process.

- A. True
- B. False

Correct Answer: A

In complex domains, you are only able to know the outcomes in hindsight. Empiricism, from which Scrum was founded on, asserts that knowledge comes from experience and making decisions based on what is known. New knowledge will emerge as work is being done.

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### QUESTION 3

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. 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.
- C. Without feature teams, you cannot do Scrum. Postpone Scrum adoption until the teams are reorganized in feature teams.

D. 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.

Correct Answer: BD

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.

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#### QUESTION 4

Three Development Teams are currently building a single product and pulling work from the same Product Backlog. All three teams have identified that they will need Dan, a database specialist, to work full time in their team for the next several Sprints.

What should Steven, the Scrum Master, do to solve this potential problem?

- A. Manage the items in the Sprint Backlogs so that Dan can be utilized evenly for each team.
- B. Assign Dan to the team with the most urgent tasks first and then move him to the next team and so on until the required support is completed.
- C. Facilitate a discussion with all Development Teams on how they want to deal with this issue, and help them implement their preferred solution.
- D. Ask Dan to work with the HR department to recruit and hire additional database specialists. In the meantime, have the Product Owner move items that do not depend on Dan to the top of the Product Backlog.

Correct Answer: C

As a servant/leader, the Scrum Master facilitates conversations through open ended questions in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

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#### QUESTION 5

Which is the best description of a Product Owner?

- A. Requirements developer.
- B. Value optimizer.
- C. Team leader.
- D. Go-between between development team and stakeholders.

Correct Answer: B

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#### QUESTION 6

A cross-functional Development Team is defined as:

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

Correct Answer: A

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.

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#### QUESTION 7

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.

Correct Answer: B

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#### QUESTION 8

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 expectations. The Product Owner is also expected to invite the right stakeholders to the Sprint Review meeting.
- B. 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.
- C. 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.
- D. 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.

Correct Answer: AD

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.

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#### QUESTION 9

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 teams. It is easier to measure and compare performance between feature teams. Feature teams should have an equal number of team members.
- B. Members within feature teams require compatible personalities. Feature teams should have a mix of junior and senior members. Tasks are completed more quickly than component teams.
- C. Moving from component teams to feature teams could reduce, productivity in the initial stages. Feature teams have less communication complexity. Getting the support from the business side makes the transition easier.

Correct Answer: C

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.

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#### QUESTION 10

In what ways does the Scrum Master keep a Development Team working at its highest level of productivity?

- A. By removing impediments that hinder the Development Team and facilitating Development Team decisions.
- B. By helping the Development Team with user acceptance tests and tracking defects.
- C. By ensuring each member takes turns speaking at the Daily Scrum and ending the event on time.
- D. By keeping the Scrum board and burn-down chart updated daily.

Correct Answer: A

The Scrum Master serves the Development Team by removing impediments to the Development Team's progress and facilitating Scrum events as requested or needed.

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#### QUESTION 11

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

- A. Engage with the stakeholders and answer questions from the Development Team.
- B. Prioritize the Sprint Backlog.

- C. Participate at the Daily Scrum.
- D. Update the burndown chart.

Correct Answer: A

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#### QUESTION 12

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.

Correct Answer: D

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#### QUESTION 13

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.

Correct Answer: AB

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.

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#### QUESTION 14

Your company has notified the stakeholders that they will be delivering the first release of a new product within ten Sprints. On the seventh Sprint, the Scrum Team discovers that they will not be able to include all of the expected

features within the first release. The Product Owner believes if they remove some items from the Definition of Done they will be able to accelerate the development process. The Development Team objects to this idea as it will lead to technical debt.

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

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

Correct Answer: BC

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

## QUESTION 15

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.

Correct Answer: BCD

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.

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