PSM-II^{Q&As}

Professional Scrum Master level II (PSM II)

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QUESTION 1

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.

QUESTION 2

Self-management is more effective when it happens within boundaries.

Select two relevant boundaries for self-management provided by the Scrum framework. (Choose two.)

A. Timeboxing work to allow for frequent inspection.

B. Creating a valuable and useful Increment by the end of each Sprint.

C. Having an even number of members in a Scrum Team to be able to do pair programming and be more productive.

D. Clearly defining sub-responsibilities and handovers within the Scrum Team.

Correct Answer: AD

QUESTION 3

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

Correct Answer: A

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

QUESTION 4

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

Correct Answer: B

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.

QUESTION 5

Steven, the Scrum Master, observes that one of the Development Team members is not attending the Daily Scrum. The Development Team feels this is ok as they all sit in the same area and already have constant communication throughout the day.

Which is the best action for Steven to take?

A. Start running the Daily Scrum and require all members to be in attendance.

B. Talk to the Development Team member privately and tell him that he needs to be a team player.

C. Ask the Development Team, what value will result from having all team members present at the Daily Scrum and what are the risks if members don\'t attend.

D. The Daily Scrum is owned by the Development Team and it is their responsibility to decide which team members

must participate.

Correct Answer: C

The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

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