



PSM-II^{Q&As}

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**QUESTION 1**

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.

Correct Answer: C

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.

QUESTION 2

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 3

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.

Correct Answer: C

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.

QUESTION 4

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

Correct Answer: B

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.

QUESTION 5

Scrum promotes self-organization.

Which of these statements would NOT support self-organizing?

A. The Development Team deciding what work to do in a Sprint.

B. Removing the need for documentation.

C. Being a lightweight framework.

D. Removing titles for Development Team members.

Correct Answer: B

QUESTION 6

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.

Correct Answer: CD

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.

QUESTION 7

Steven is a Scrum Master employed by the engineering department. The Director of Engineering considers using Scrum for a new project but wonders about the value of having all of the Development Team members attend the Daily Scrum.

He is concerned that the employees already attend a lot of mandatory company meetings.

What are two outcomes of the Daily Scrum that Steven should explain on why the Daily Scrum is important? (Choose two.)

- A. During the Daily Scrum the members of the Development Team will inform of problems that are hindering their progress, and for which they have no means to resolve. They will inform Steven as a Scrum Master, so he can remove the impediments and help the team be more productive.
- B. Through the short, daily alignment of the Daily Scrum the members of the Development Team grow and improve a shared understanding of the most important work to be undertaken in the next 24 hours to achieve the best possible progress toward the Sprint Goal. This daily opportunity to inspect and adapt will enable the Development Team to best tackle any unforeseen circumstances that might otherwise disrupt the team's progress.
- C. The Development Team members will produce a daily status report indicating how much time was spent working on individual tasks since the last Daily Scrum. The reports will help in discussing how the Sprint went at the Sprint Review meeting. It will provide detailed insights into the accuracy of estimates versus actual time spent, which can be used to create better estimates at the next Sprint Planning.
- D. The Daily Scrum serves for the Development Team to report to Steven, as a Scrum Master, all updates on the assigned tasks in the Sprint Backlog. He can then use the team's updates to plan their work for the next day, making sure that every team member is assigned the right tasks.
- E. During the Daily Scrum, the Development Team needs to update the Scrum board with their current status and progress, at a task level. This is crucial to ensure that the Directory of Engineering knows the team's actual progress and control the work being done.

Correct Answer: AB



The Development Team uses the Daily Scrum to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. Every day, the Development Team should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

QUESTION 8

What should a Development Team do if it realizes it has selected too much work after starting the Sprint?

- A. Modify the definition of "Done" to ensure all Product Backlog items can be done by the end of the Sprint.
- B. Work with the Product Owner to remove some work or Product Backlog items as soon as possible.
- C. Add additional team members to handle the extra work.
- D. Continue working and update the Product Owner at the Sprint Review.

Correct Answer: B

The Sprint Backlog is a living artifact that evolves and changes as more is learned or discovered.

QUESTION 9

The Development Team should have all the skills and competencies needed to:

- A. Turn the Product Backlog items it selects into a potentially releasable product increment of functionality.
- B. Do all of the development work in order to handoff to the testers in the subsequent Sprint.
- C. Complete the project within the estimate as committed to the Product Owner.

Correct Answer: A

QUESTION 10

Who should manage the tasks of Development Team during the Sprint?

- A. The Project Manager.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Development Team.
- E. All of the above.

Correct Answer: D

The Development Team is responsible for managing and tracking the progress of their work during a Sprint

**QUESTION 11**

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

- A. Add Security Sprints to resolve security concerns when needed.
- B. Have the Scrum Team create Product Backlog items for each concern and/or add security concerns to the definition of "Done".
- C. Create a separate backlog for security items and only work on the items when a specialist becomes available.
- D. Delegate the work to an external team.

Correct Answer: B

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

QUESTION 12

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. None. A new Sprint starts immediately following the conclusion of the previous Sprint.
- C. Enough time for the last Increment to finish testing.
- D. Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.
- E. All of the above are allowed.

Correct Answer: B

QUESTION 13

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% completed. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.
- B. The Development Team informs Paul that the progress he has perceived to date is not correct. The Increment is not releasable. 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 features. The team also re-estimates the effort to make the remaining Product Backlog items `done`, including all integration effort. In the end, it is Paul's call to continue the project or to cancel.

C. The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each member. He/she will keep track of unused resources so that it does not impact the budget. Unused budget can be allocated for additional Sprints if needed.

D. The Scrum Master sets the open work aside to be performed in one or more release Sprints. They remind Paul to find funding for enough Release Sprints in which this remaining work can be done. Up to one release Sprint per three development Sprints may be required. It is Paul's role to inform users and stakeholders of the impact on the release date.

Correct Answer: B

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.

QUESTION 14

Steven is a Scrum Master of a Development Team that has members working in different cities and time zones. Organizing the Scrum events is time consuming and requires a lot of effort to set up and run. The Development Team proposes to only hold the Daily Scrum on Mondays.

Which two responses would be most appropriate from Steven? (Choose two.)

- A. Coach the team on why having a Daily Scrum every day is an important opportunity to update the Sprint plan and how it helps the team self-organize work toward achieving the Sprint Goal.
- B. Ensure that there is an overall consensus by having the Development Team members vote.
- C. Help the Development Team understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members.
- D. Acknowledge and support their decision.

Correct Answer: AC

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.

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.

- A. True
- B. False



Correct Answer: B

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.

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