



PSM-II^{Q&As}

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**QUESTION 1**

You are a Scrum Master and one of the Developers approaches you and says: Every Sprint we are not completing regression testing for all of the selected Product Backlog items in the Sprint, but regression testing is part of the Definition of Done. We have discussed with the Product Owner and during the Sprint we decided to change the Definition of Done to remove regression testing. Which two actions are appropriate in this situation? (Choose two.)

- A. Agree with altering the Definition of Done, if both the Developers and Product Owner agree.
- B. Ask the Developers and the Product Owner if removing regression testing from the Definition of Done allows the team to produce useful and valuable Increments at the end of every Sprint?
- C. Ask the Developers and the Product Owner what problem they are going to solve by altering the Definition of Done during the Sprint to remove regression testing. Will this raise transparency or improve quality?
- D. Disagree with the decision and tell them that having a stringent Definition of Done is important for the quality of the product, and they need to follow it.

Correct Answer: BC

QUESTION 2

When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

- A. True
- B. False

Correct Answer: A

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical debt into the system. This can give a false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.

QUESTION 3

Eight months ago your company started developing a new product consisting of several major components. You are the Scrum Master on the team building the "core" component of the product; your component also integrates all the other components.

The Scrum Teams work in monthly Sprints, and the team has forecast that it will deliver the integrated product in three Sprints. Recently the team's progress slowed because of changes to the other components that they integrate. The program manager is extremely upset when they find out that the team will need two more Sprints. The project managers of the other components confirm their adherence to the original forecast.

As a Scrum Master, what could you do to help the Product Owner?



- A. You remove all items from the Product Backlog for which development is forecast to be beyond the expected date.
- B. You calculate how many additional developers it would take to increase velocity to make the original date. You inform the program manager of the additional budget for these developers. This would then allow meeting the original forecast.
- C. You lengthen your Sprints to accommodate the delays.
- D. You suggest working with the program manager and the project managers of the other components on the ordering and the value of your open Product Backlog items to redefine the possible delivery date.

Correct Answer: D

QUESTION 4

The three pillars of empirical process control consist of:

- A. Planning, Inspection, Adaptation
- B. Inspection, Transparency, Adaptation
- C. Planning, Demonstration, Retrospective
- D. Respect For People, Kaizen, Eliminating Waste

Correct Answer: B

These three pillars uphold every implementation of the empirical process control. Without them, Scrum cannot be implemented as intended.

QUESTION 5

What would be good ways of creating Development Teams that would support the Scrum values?

- A. Project Managers will allocate individuals to specific teams.
- B. Bring all the developers or existing teams together and let them propose how to organize into the new structure and self-organize into Development Teams.
- C. The operations manager determines the new team structures and assignments.
- D. Direct managers personally re-assign current reports to new teams.

Correct Answer: B

The ones that will be doing the work are the best ones to decide on what Development Team structures work best.