



PSM-II^{Q&As}

Professional Scrum Master level II (PSM II)

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QUESTION 1

Which role is responsible for engaging with stakeholders?

- A. The team lead
- B. The business analyst
- C. The project manager
- D. The Development Team
- E. The Product Owner

Correct Answer: E

QUESTION 2

Steven, who is a Scrum Master, on one of the Scrum Teams has approached you asking for advice. Their Daily Scrum requires more than 15 minutes and the team has suggested dividing themselves into two separate teams in order to stay within the time box.

As another Scrum Master, what would be the best response?

- A. Agree – this is an appropriate solution to the problem.
- B. Disagree – as the root cause may not be that the team is too big.
- C. Unsure – dividing a team into two cannot be decided based on this information. You offer to observe.
- D. Agree – You agree that dividing the team into two is a good strategy to allow the teams to learn how to run Daily Scrums quickly and effectively. Once they've learned to limit the Daily Scrum to 15 minutes, you can merge the teams again.

Correct Answer: C

The relationship between cause and effect can become more clear when more information emerges.

QUESTION 3

A Scrum Team has requested a hardening Sprint to integrate the work produced in previous Sprints and test before releasing.

What three scenarios has likely occurred? (Choose three.)

- A. The team's Definition of Done is not being adhered to during every Sprint.
- B. The team's Definition of Done is weak or incomplete causing a build up of technical debt.
- C. The Development Team is having difficulties with the ability to regularly release during a Sprint.



D. Hardening Sprints are supported by the Scrum framework so this is acceptable.

E. Scrum has been customized in a suitable manner to make the previous work releasable.

Correct Answer: ABC

At the end of a Sprint, the new Increment must be `Done`, which means it must be in useable condition and meet the Scrum Team's Definition of Done.

QUESTION 4

Steven is a Scrum Master for three different teams building a single product from the same Product Backlog. Development Team members from each team have approached Steven complaining that their teams need Nicole, an external specialist, to commit full time for their next Sprint.

Which three acceptable solutions would Steven consider? (Choose three.)

A. For Sprints that require Nicole's expertise for more than one team, combine the teams into one and separate when they no longer need to share her services.

B. Investigate whether applying additional techniques or frameworks for scaling Scrum would be appropriate for this product team in the future, since you have multiple Scrum Teams working on the same product, with dependencies between the teams.

C. People from the Development Teams with an interest in Nicole's domain could volunteer to take on this work in their respective teams.

D. Ask Nicole for a plan to hire and train additional people in her domain, and in the meantime work with the Product Owner and Development Teams to re-prioritize the work so that tasks not depending on Nicole can be done first.

E. Have the Development Team re-order the Product Backlog so Nicole can serve one team full-time in a Sprint.

F. Create a team with Nicole and people from the teams to temporarily work in Nicole's domain to serve the existing teams.

Correct Answer: BCE

The Scrum Master is responsible for removing impediments within the current context of the situation AND boundaries defined by the Scrum framework.

QUESTION 5

Which of the following actions is appropriate for a Scrum Master at the Daily Scrum?

A. Making sure each member has an opportunity to answer all three questions.

B. Leading the Daily Scrum.

C. Teaching the Development Team to keep the Daily Scrum time-boxed to 15 minutes or less.

D. Updating the Scrum board.

E. All of the above.



Correct Answer: C

QUESTION 6

During the implementation of an item in the Sprint Backlog, a conflict arises between team members about what work is needed to make the item `done`. Some say it is a part of the Definition of Done and others say it isn't. Steven, the Scrum Master, observes a debate forming and members beginning to take sides.

What is the best action for Steven to take?

- A. Bring the Development Team members together and interpret the Definition of Done for them so that there are no future conflicts on interpretation.
- B. Immediately end the discussion before it becomes worse. Make the decision on what work is needed to make the item `done` and teach the team about the importance of avoiding conflicts.
- C. Facilitate a session with all members on the Scrum Team to help them resolve the conflict, refine the Definition of Done, and become effective again. Tell the team that conflicts are a natural occurrence and coach them on the value of resolving conflicts.
- D. Bring the Product Owner to the discussion and have him/her decide the work needed to make the item `done`. It is the Product Owner's responsibility to manage the Development Team members.

Correct Answer: C

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which are not. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

QUESTION 7

Select the correct Scrum Team roles defined in Scrum.

- A. Development Team, Scrum Master, Product Owner
- B. Engineers, Business Analyst, Product Owner
- C. Stakeholders, Scrum Master, Project Manager, Product Owner
- D. Product Manager, Business Analyst, Development Team, Stakeholders

Correct Answer: A

The Scrum Framework only recognizes these three roles although others may be needed to help the team build the most valuable product possible.

QUESTION 8

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?

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

Correct Answer: E

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.

QUESTION 9

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.

- A. True
- B. False

Correct Answer: A

Working software is the primary measure of progress.

QUESTION 10

Over the course of several Sprints, the relationship between the Product Owner and the Development team has suffered. The Development Team is upset with the Product Owner for the constantly changing the upcoming items for the product. The Product Owner is upset with the Development Team for changing the work that needs to be done during the Sprint.

What should Steven, the Scrum Master, do?

- A. During the Sprint Retrospective, ask the Product Owner and the Development Team to address the issues. Have the Team discuss why the changes occur and what impact they have on the value of the product.
- B. The Scrum Master's responsibility is to ensure the Development Team has a stable velocity. Any changes that negatively impact the team's velocity will be rejected by the Scrum Master.
- C. Take the time between Sprints to organize a team building session to rebuild the relationship.
- D. Explain to the Development Team that the Product Owner is accountable for flow of value and needs to be followed



in order to maximize the value delivered.

Correct Answer: A

Conflicts are a natural occurrence and the Scrum Master coaches the Development Team on the value of resolving conflicts. Leaving conflicts unresolved can impact the Scrum values of openness and respect diminishing trust. Lower trust levels will impact the Scrum Team's effectiveness and can cause impediments in the future. It is the responsibility of the Scrum Master to remove impediments that hinder the team through conflict resolution and facilitation.

QUESTION 11

What Development Team structure is best suited to produce integrated increments?

- A. Every Development Team has the abilities to develop functionality from beginning to end throughout all technical layers.
- B. Each Development Team specializes in one technical layer of the system (e.g. GUI, database, middle tier, interfaces).

Correct Answer: A

QUESTION 12

Which approach would you recommend to ensure that the Product Backlog items discussed at Sprint Planning are well understood, actionable, and easier to forecast?

- A. Having a separate group of business analysts and functional testers analyzing high-ordered Product Backlog items before Sprint Planning.
- B. Having the Product Owner work with stakeholders between the end of the last Sprint and before beginning the next to prepare the Product Backlog items so not to interrupt the Development Team.
- C. Having the business analysts in the Development Team create the upcoming Product Backlog items during a Sprint and adding them to the next Sprint's forecast.
- D. Having the Development Team use some time during each Sprint to help the Product Owner analyze, estimate, and design items at the top of the Product Backlog that is projected to be worked on in the upcoming Sprint.

Correct Answer: D

Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. This is an ongoing process in which the Product Owner and the Development Team collaborate on the details of Product Backlog items. During Product Backlog refinement, items are reviewed and revised. The Scrum Team decides how and when refinement is done. Refinement usually consumes no more than 10% of the capacity of the Development Team. However, Product Backlog items can be updated at any time by the Product Owner or at the Product Owner's discretion.

QUESTION 13

How much work must a Development Team do to a Product Backlog item it selects for a Sprint?



- A. An equal amount of time on analysis, design, programming, testing and documentation.
- B. As much as it has informed the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done".
- C. All development work and at least some testing.
- D. As much as it can fit into the Sprint. Any remaining work will be moved to a subsequent Sprint.

Correct Answer: B

QUESTION 14

What would be typical Scrum Master activities during the Sprint?

- A. Monitor the progress of the Development Team and assigning tasks.
- B. Remove impediments and facilitating inspection and adaptation opportunities as requested or needed.
- C. Avoiding conflicts and escalating to the line managers if conflicts occur.

Correct Answer: B

QUESTION 15

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.

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