

PSM-II^{Q&As}

Professional Scrum Master level II (PSM II)

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QUESTION 1

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

QUESTION 2

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 3

During the Sprint Review, one of the stakeholders announces that due to recent market changes, there is risk that funding might be reduced for the project. This triggers tensions to rise and arguments to break out between members.

As a Scrum Master, what would be the best two actions to take? (Choose two.)

- A. Defend the original budget and request the stakeholders to adhere to the original agreed funding for the product.
- B. Encourage the stakeholders and Product Owner to focus on delivering the highest value items for the next Sprint.
- C. Be objective and request for a short break for people to calm down.

- D. Avoid getting involved as it is the Product Owner's responsibility to manage stakeholder expectations.
- E. Inform everyone that the team needs to stay busy until the information is formally announced.

Correct Answer: BC

The Scrum Master is responsible for promoting and supporting Scrum by helping everyone embody the values of commitment, courage, focus, openness and respect.

QUESTION 4

Steven is a Scrum Master that was hired to help an organization, that is new to Scrum, understands and enacts Scrum effectively.

Which three activities would be acceptable? (Choose three.)

- A. Require all teams in the organization to start using Scrum as soon as possible.
- B. Arrange 1:1 coaching sessions to discuss any identified concerns Steven may have.
- C. Schedule formal trainings.
- D. Penalize any Scrum Team members who are not staying within the Scrum Framework.
- E. Educate stakeholders and clients about Scrum.
- F. Extend Retrospectives to include formal training.

Correct Answer: BCE

The Scrum Master serves the organization in several ways, including: Leading and coaching the organization in its Scrum adoption; Planning Scrum implementations within the organization; Helping employees and stakeholders understand and enact Scrum and empirical product development.

QUESTION 5

The Scrum values promote Development Teams be cross-functional and have all the skills needed to build a product within the team.

While starting Scrum, what would be the advantages of keeping the existing component teams (e.g. design, database, backend, frontend)?

- A. Component teams would have all the skills needed to focus on their specific technical layer.
- B. Component teams generally have all the skills needed to deliver shippable Increments that add business value.
- C. Because their productivity is already predictable, they can deliver shippable Increments more quickly than a newly formed team.
- D. Because they have been working together for some time, there will be less initial disruption than a newly formed team. As they begin working, they will discover what works best and how to move towards cross-functional teams.
- E. There is less communication overhead than working in feature teams.

Correct Answer: D

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

QUESTION 6

Scrum addresses which of the following four risks in software development? (Choose four.)

- A. The complexity and unpredictability of the requirements.
- B. The stability and complexity of the technology.
- C. The skills and working relationships of the people on the teams.
- D. The timescale of the planned work.
- E. The clear definitions of stages and gateways in the overall governance model.
- F. The definition of incentive and bonus strategies by HR for all team members.

Correct Answer: ABCD

Scrum is a framework within which people can address complex adaptive problems, while productively and creatively developing, delivering, and sustaining complex products of the highest possible value. Scrum employs an iterative, incremental approach to optimize predictability and control risk.

QUESTION 7

Which of the following is true about the Product Owner role?

- A. Can be shared between multiple people on a Scrum Team, Is the same as a Project Manager. Is played by a committee or a team of people.
- B. Is one person. Can be influenced by a committee. Is accountable for ordering the Product Backlog.

Correct Answer: B

QUESTION 8

What guideline should the Scrum Master provide if the Product Owner asks how estimations should be made in Scrum?

- A. Estimates must be made in Story Points.
- B. Estimates must be in relative units.
- C. The Development Team is responsible for estimates.
- D. Estimates are made by the Product Owner.
- E. Estimates must follow the Fibonacci Sequence.

Correct Answer: C

The people who will perform the work make the final estimates.

QUESTION 9

A Development Team member has notified the Scrum Master of a potential data security risk.

What action should the Scrum Master take?

- A. Notify the test team.
- B. Add a Product Backlog item to address the security issue.
- C. Ask the Development Team member to share the issue with the team as soon as possible.
- D. Wait until the Sprint Retrospective to add security to the definition of "Done".

Correct Answer: C

It is best to coach the Development Team members to collaborate on issues regardless of severity. They may consult the Scrum Master or Product Owner if needed.

QUESTION 10

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

QUESTION 11

Which of the following are time-boxed events in Scrum?

- A. Sprint Planning
- B. Daily Scrum
- C. Sprint Review
- D. Sprint Retrospective
- E. All of the above

Correct Answer: E

QUESTION 12

Steven, the Scrum Master, is approached by one of the Development Team members saying that they are not completing regression tests for all of the work they are performing to the level defined in the Definition of Done. They have discussed this with the Product Owner and decided to remove regression testing from the Definition of Done.

Which two actions are the most appropriate for Steven to take? (Choose two.)

- A. Reject the decision as the long term maintainability of the product will be negatively impacted by modifying the Definition of Done.
- B. Accept the decision as a mutual agreement has been made between the Development Team and the Product Owner.
- C. Ask the Development Team and the Product Owner what problem they are trying to solve by altering the Definition of Done and removing regression testing from it. In what ways will this decision impact transparency and quality?
- D. Ask the Development Team and the Product Owner if they are still able to produce potentially shippable product increments by altering the Definition of Done?

Correct Answer: CD

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.

QUESTION 13

A Scrum Team has been working on a product for several iterations and has an average velocity of 55 units of `done` work per Sprint. A second team will be added to work on the same product.

What might be the impact on the original team?

- A. Their velocity is likely not affected and will remain at 55.
- B. Their velocity is likely to drop and be less than 55.
- C. Their velocity is likely to rise and be more than 55.

Correct Answer: B

Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term. Adding additional teams 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.

QUESTION 14

How should multiple Scrum Teams, working from the same Product Backlog, select the Product Backlog items their

teams plan to work on?

- A. The Product Owner will present the work and the Development Teams will select the items they will work on.
- B. The Product Owner creates separate Product Backlogs for each Development Team.
- C. Each Scrum Team would select an equal number of items.
- D. The Product Owner assigns the work to each team.
- E. The Scrum Team with the highest productivity will select the items first.

Correct Answer: A

The ones doing the work are the best ones to decide what they can do and how to do it.

QUESTION 15

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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