

# Scrum

## Exam Questions PSM-II

Professional Scrum Master II



#### NEW QUESTION 1

Which role would know the most about the progress toward a business objective or a release, and be able to explain clearly the alternatives?

- A. The Product Owner
- B. The Release Manager
- C. The Development Team
- D. The Scrum Master

**Answer:** A

#### NEW QUESTION 2

What factors are best considered when defining the Sprint length?

- A. How often team membership changes and the size of the Development Team.
- B. Having consistent Sprint length across all Scrum Teams.
- C. The level of expertise over the technology to be used, ability to release an Increment to the end users, and the risk of being disconnected from the stakeholders.

**Answer:** C

#### NEW QUESTION 3

Peter, a Project Manager, has raised concerns about your Scrum Team's productivity and progress towards the objectives. Which is the best way to respond to Peter's concerns?

- A. Share the Product Backlog, the projections towards the release dates and ensure that Peter has access.
- B. Show the Profit & Loss (P&L) report.
- C. Share the current impediments.
- D. Share the last stakeholder status report prepared by the Scrum Master.

**Answer:** A

#### Explanation:

One of the key pillars that support the empirical process control is Transparency. Transparency will help manage stakeholder expectations and allow the teams to effectively adapt if and when needed.

#### NEW QUESTION 4

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.
- C. GUI, database, middle tier, interfaces).

**Answer:** A

#### NEW QUESTION 5

How should a Scrum Master divide a group of 100 people into multiple Development Teams?

- A. Create teams based on their functional layer.
- B. Have the resource manager assign the people to teams.
- C. Ask the developers to divide themselves into teams.

**Answer:** C

#### Explanation:

A good first QUESTION NO: for you to suggest the group thinking about when forming into teams is "How will we make sure all teams have the right amount of expertise?"

#### NEW QUESTION 6

Which role is responsible for determining when it is most appropriate to update the Sprint Backlog?

- A. The Product Owner
- B. The Development Team
- C. The Scrum Team
- D. The Scrum Master

**Answer:** B

#### Explanation:

The Development Team is responsible for tracking the remaining work of the Sprint.

#### NEW QUESTION 7

A key concern when multiple Development Teams are working for the same Product Backlog is minimizing dependencies between teams.

- A. True
- B. False

**Answer:** A

**Explanation:**

Minimizing dependencies reduces complexity and enhances agility.

**NEW QUESTION 8**

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.

**Answer:** C

**Explanation:**

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.

**NEW QUESTION 9**

What would be the main benefits of self-organization?

- A. Increased rule compliance, self-accountability, commitment.
- B. Increased rule compliance, self-accountability, output.
- C. Increased capacity, accuracy of estimates, output.
- D. Increased creativity, self-accountability, commitment.

**Answer:** D

**Explanation:**

Self-organized teams allow teams to creatively solve difficult problems, be accountable for the work they do, and commit to each other and the goals of the team.

**NEW QUESTION 10**

A new member has just joined an existing Development Team that has been together for several Sprints. During the Sprint, the individual has been trying to share his ideas and viewpoints but is continuously ignored by the rest of the Development Team.

Which three Scrum Values has the Development Team been neglecting? (Choose three.)

- A. Commitment
- B. Respect
- C. Transparency
- D. Focus
- E. Openness
- F. Courage

**Answer:** BEF

**Explanation:**

The Scrum Team members have courage to do the right thing and work on challenging problems. The Scrum Team agree to be open (to speak and listen) about all the work and the challenges with performing the work. Scrum Team members respect each other's skills, experience, and opinions.

**NEW QUESTION 10**

Adding more resources in Scrum will proportionally increase the value delivered.

- A. True
- B. False

**Answer:** B

**Explanation:**

When working on complex problems in complex environments, adding more resources (people, money, tools, etc.) cannot guarantee increased value or success.

**NEW QUESTION 13**

Kevin is a senior developer that has recently joined an existing Scrum Team. The existing team members are unable to get along with Kevin and conclude that he is not a culture fit.

If necessary, who is responsible for removing the new team member, and why?

- A. The Scrum Master because he/she is responsible for removing Impediments.
- B. The Development Team is responsible because it is an internal team issue, and may request help from the Scrum Master.
- C. The HR department, as they are responsible for the hiring process.
- D. The Product Owner because he/she is responsible for managing the team.

**Answer:** B

**Explanation:**

The ones closest to the problem are the best ones to understand and solve the problems. The Scrum Master can remove members (if empowered). The QUESTION NO: is focused on the ownership of the root problem. The Development Team is responsible for addressing internal conflicts and may request help

from the Scrum Master if needed. Because this is a localized issue, they are the ones that must initiate the actions for the results they desire.

#### NEW QUESTION 15

Stakeholders are only allowed to meet with the Scrum Team at Sprint Review.

- A. True
- B. False

**Answer:** B

#### Explanation:

Getting feedback from Stakeholders is a crucial activity in Scrum. Working with stakeholders frequently ensures the team to focus on the right things to build. Although it is required to have Stakeholders at Sprint Review, they can also engage with the Scrum Team during Product Backlog Refinement, Sprint Planning or during the Sprint if the Scrum Team requires it.

#### NEW QUESTION 18

A Scrum Team has been working on the same product for twelve Sprints. What would likely be the immediate impact on the original Scrum Team if two new Scrum Teams are to be added the same product?

- A. Its productivity is likely to decrease.
- B. Its productivity is likely to increase.
- C. Its productivity is likely to stay the same.

**Answer:** A

#### Explanation:

The productivity of the original Scrum Team would likely decrease as they would need to take time to assist and support the new Scrum Teams in order for them to perform optimally.

#### NEW QUESTION 21

Paul, a Product Owner of one of the Scrum Teams, has been attending the Daily Scrum. During the Daily Scrum, the Development Team members have been reporting their daily work to Paul so that he is aware of their Sprint progress and what each member is working on. What is the best action for the Scrum Master to take?

- A. Ask Paul to stop attending the Daily Scrum.
- B. Coach Paul and Development Team members on the purpose of the Scrum events and let them figure out what to do in this situation.
- C. Allow the Paul to participate in the Daily Scrum as he is responsible for the success of the product.
- D. Facilitate the Daily Scrums to avoid any conflicts between the Development Team members and Paul.

**Answer:** B

#### Explanation:

Because the Development Team is the ones doing the work, they are best suited to inspect and adapt the progress toward the Sprint Goal. At minimum, this is done every 24 hours through the Daily Scrum. It is the Scrum Master's responsibility to teach the Scrum Team the value and objective of each Scrum event in order for them to optimize the benefits of each event. Because the Daily Scrum is owned by the Development Team, it is up to them on how they should run it but the Scrum Master can provide guidance to ensure it adheres to the Scrum guidelines.

#### NEW QUESTION 22

Who must ensure that the work done for a Product Backlog item conforms to the Definition of "Done?"

- A. The test team.
- B. The Scrum Team.
- C. The Scrum Master.
- D. The Product Owner.
- E. The Development Team.

**Answer:** E

#### Explanation:

The Development Team owns the Definition of "Done" and is accountable for the quality of the Product Backlog items.

#### NEW QUESTION 26

Every Development Team should have the competencies and skills needed to deliver a Done Increment in a Sprint.

- A. True
- B. False

**Answer:** A

#### Explanation:

Development Teams are self-organized and cross-functional.

#### NEW QUESTION 27

Which statement is correct about the length of the Sprints?

- A. All Sprints must be one month or less and it is optimal to have a consistent Sprint length.

- B. The Sprint length is dependent on the development effort forecasted (amount of items selected) during Sprint Planning.
- C. The Sprint length is calculated by aggregating the time required to design, code and test.
- D. The Sprint Length is defined by the Scrum Master.

**Answer:** A

#### NEW QUESTION 31

An organization is planning to form five new Scrum Teams to work on building a single product. A few of the future team members ask the Scrum Master who will coordinate the work between the different Scrum Teams.  
What action should the Scrum Master take?

- A. Visit the five Development Teams daily to ensure alignment and that all Sprint Backlogs remain synchronized.
- B. Teach them that it is their responsibility to form the teams such that each team will have the necessary skills, knowledge, and competencies to create an integrated Increment by the end of every Sprint.
- C. Advise the teams to minimize dependencies by working on separate development branches and integrate at the end of four Sprint cycles.
- D. At the end of Sprint Planning, collect all Sprint tasks and create a consolidated plan for the entire Sprint.
- E. Teach the Product Owner to work with the technical leads on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.

**Answer:** B

#### Explanation:

Development Teams are structured and empowered by the organization to organize and manage their own work. This includes deciding how to form teams when multiple teams are needed. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. They are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.

#### NEW QUESTION 36

Steven is a Scrum Master asked to assist in creating five new Scrum Teams that will be working to build a highly anticipated product. He talks with them about the importance of being able to integrate their Increments by the end of their Sprints. This includes the first Sprints. The product is very important to both the end users and the organization.  
Of the choices raised by future team members, what would Steven encourage?

- A. Each Scrum Team delivers Increments in its own code branch
- B. After UAT is performed at the Sprint Review, the code branch is isolated until enough Increments are considered acceptable
- C. All code branches will then be merged during the release phase.
- D. Each Scrum Team delivers functionality at the end of each Sprint
- E. New Product Backlog items will then be added to the next Sprint Backlog to integrate their functionality with the other teams to create a unified Increment.
- F. All Scrum Teams agree on a mutual understanding of 'done' that defines all work necessary to deliver a potentially shippable Increment that includes all previous Increments delivered for the product.
- G. Wait until enough of the infrastructure and architecture is in place before starting the first Sprint
- H. This will increase the success of delivering integrated Increments in Sprint 1.

**Answer:** C

#### Explanation:

When a Product Backlog item or an Increment is described as "Done", everyone must understand what "Done" means. 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" to have a shared understanding of what it means for work to be complete, to ensure transparency. Each Increment is additive to all prior Increments and thoroughly tested, ensuring that all Increments work together.

#### NEW QUESTION 39

Steven is a Scrum Master on a new Scrum Team.  
What would be the best way for him to determine if the Product Owner is interacting enough with the Development Team during a Sprint?

- A. Check whether the Product Owner is actively engaged at the Daily Scrums.
- B. Check whether the Increment presented at the Sprint Review meets the Product Owner's expectations.
- C. See whether the Product Owner has provided enough information at the Sprint Planning to make his/her presence optional during the Sprint
- D. The level of autonomy within Development Team can be the result of having the right presence from the Product Owner.
- E. The Product Owner must always be present with the Development Team
- F. Unavailability of the Product Owner is prohibited in Scrum.

**Answer:** C

#### Explanation:

Outcomes of the Scrum Team are affected by the Product Owner's participation and availability. During a Sprint he/she is responsible for answering questions from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

#### NEW QUESTION 42

A new Product Owner has joined an existing Scrum Team that has been working together for eight Sprints. The Development Team has grown to have a good understanding of the functionality and business for the product they have been building. The Product Owner, being new to the company, is unsure about his responsibilities.  
As a Scrum Master explain what two acceptable ways of helping the Product Owner would be. (Choose two.)

- A. You advise the Product Owner to start building a good relationship with the stakeholders of the product. Ongoing interaction with them is important to regularly align with changing organizational or market expectation
- B. The Product Owner is also expected to invite the right stakeholders to the Sprint Review meeting.
- C. You inform the Product Owner that, in today's highly competitive markets, it is important that the Development Team is updated on changing business priorities on a daily basis
- D. The Daily Scrum allows the Development Team to adapt to the changes in scope without delay.



- E. You tell the Product Owner to make sure that there are no ambiguities or possible misunderstandings in the items on the Product Backlog when they are handed over to the Development Team.
- F. This is best done by capturing the functional requirements during an analysis phase, resulting in documents that are considered as the working product of such analysis Sprints.
- G. You advise the Product Owner to rely on the Development Team and the stakeholders to formulate the Product Backlog, as they are the ones most knowledgeable.
- H. By asking questions and working with them the Product Owner will quickly be up to speed.

**Answer:** AD

**Explanation:**

The ones that are closest to the work are the best ones to understand and explain what the work is and what the needs of the users and product are.

**NEW QUESTION 47**

As a Scrum Master, what would you strive for if five new Scrum Teams were to work on one product?

- A. There should be five Product Owners, one for each Scrum Team.
- B. The product has one Product Backlog and one Product Owner.
- C. There should be five Product Backlogs and one Product Owner to manage them.
- D. There should be five Product Backlogs and five Product Owners.

**Answer:** B

**Explanation:**

For a single product there is one Product Backlog. For a single Product Backlog there is one Product Owner.

**NEW QUESTION 48**

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.

**Answer:** A

**NEW QUESTION 51**

A key measure of success for the Product Owner is velocity.

- A. True

**Answer:** B

**Explanation:**

Velocity only measures the team's average speed and does not reflect how much value is being delivered to the customers. Even when it's considered inside the project, while it's important, it's not the key measure of success. The Product Owner should be focused on how much value is delivered to the customers.

**NEW QUESTION 55**

Which statement best describes Scrum?

- A. A clearly defined methodology that defines the software development process.
- B. A manual for defining best practices for software development.
- C. A clearly defined and predictable process that follows the principles of Computer Science.
- D. A framework to address complex products in complex environments.

**Answer:** D

**Explanation:**

Frameworks allow those closest to the problem the flexibility to creatively and productively deliver products of the highest possible value. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex projects.

**NEW QUESTION 57**

Steven is a Scrum Master of a Scrum Team that is new to Scrum. At the halfway point of the Sprint, the Product Owner comes to Steven telling him that he is concerned the Development Team will not be able to complete the entire Sprint Backlog by the end of the Sprint. What should Steven do in this situation?

- A. Motivate the Development Team to meet their commitment to the Product Owner.
- B. Coach the Product Owner that with complex software development, you cannot promise the entire scope that was forecast during Sprint Planning.
- C. As more is learned during the Sprint, work may emerge that affects the Sprint Backlog.
- D. Advise the Product Owner that the Development Team owns the Sprint Backlog and it is up to them to meet their commitment.
- E. No one tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.
- F. Add more people to the Development Team to meet the Product Owner's expectations.

**Answer:** B

**Explanation:**

Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. The Sprint Backlog is a forecast by the Development Team about what functionality will be in the next Increment and the work needed to deliver

that functionality into a ‘Done’ Increment. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.

Why C is incorrect:

- a) The Dev Team does not commit to finishing all items in the Sprint Backlog. Committing to completing all items would be fixed scope and fixed time leaving no room to adapt. They commit to the Sprint Goal and doing the right thing.
- b) It’s also incorrect for the PO to focus on completing the entire Sprint Backlog. Finishing everything should not be his main focus. Having a shippable increment that meets the Sprint Goal is more important than trying to finish everything. The advice in option C is equivalent to “Don’t worry, they’ll get everything done.” but because of the complex domain, you cannot guarantee everything will get done.

#### NEW QUESTION 62

Which is the best description of a Product Owner?

- A. Requirements developer.
- B. Value optimizer.
- C. Team leader.
- D. Go-between between development team and stakeholders.

**Answer:** B

#### NEW QUESTION 64

What would be two boundaries, defined in Scrum, that give guidance for teams to effectively self-organize? (Choose two.)

- A. Timeboxing the events in Scrum to allow for regular inspection and adaptation creating opportunities to adjust course in any given path.
- B. Clearly defined functional teams within the Development Team to define handoff phases during development.
- C. Creating an integrated and potentially shippable Increment by the end of each Sprint.
- D. Having a mixture of different levels of skills and experience to promote domain knowledge sharing.

**Answer:** AC

#### Explanation:

Time-boxing promotes regularity and focus for self-organized teams. Having shippable Increments allows teams to collaboratively make decisions on what needs to be done next.

#### NEW QUESTION 68

Which of the following is required in Scrum?

- A. Sprint Retrospective
- B. All Development Team members answering the three QUESTION NO:s at the Daily Scrum
- C. Sprint Burndown Chart
- D. User Stories
- E. All of the above

**Answer:** A

#### NEW QUESTION 71

Who manages the progress of work during a Sprint?

- A. The Scrum Master
- B. The Product Owner
- C. The Team Lead
- D. The Development Team

**Answer:** D

#### Explanation:

The Development Team is self-organized, thus manages and decides how to manage their own progress.

#### NEW QUESTION 75

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.

**Answer:** CD

#### Explanation:

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.

#### NEW QUESTION 79

What is a Product Owner responsibility that he/she might delegate?

- A. Writing User Stories
- B. Ordering the Product Backlog
- C. Representing stakeholders to the Scrum team
- D. Attending the Sprint Review

**Answer:** B

**Explanation:**

The Development Team may need to order the Product Backlog as they would know the most about technical limitations, risks, or dependencies between Product Backlog Items. As User Stories is a localized practice, Scrum does not govern it or dictate the practice. How the team describes the items is up to them as long as it has enough information to be transparent and understood.

**NEW QUESTION 81**

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

**Answer:** B

**Explanation:**

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.

**NEW QUESTION 86**

What would be the responsibilities of a self-organizing Development Team?

- A. Update stakeholders on the daily progress and keep the burn-down chart updated.
- B. Select the Product Backlog items for the Sprint and do the work planned in the Sprint Backlog.
- C. Writing User Stories and reordering the Product Backlog.
- D. Deciding on the value of the product features and value estimations.

**Answer:** B

**NEW QUESTION 90**

Which three statements best describe the purpose of having a Definition of Done? (Choose three.)

- A. It is a checklist to monitor the Development Team member's progress on a task.
- B. It provides guidance to the Development Team when they are forecasting their Sprint Backlog during the Sprint Planning.
- C. As the Development Team is doing the work, it provides guidance on the remaining work needed to create the potentially shippable Increment by the end of the Sprint.
- D. It helps the Development Team defer any pending work to subsequent Sprints.
- E. It creates transparency and provides a common understanding of the ‘done’ state of the Increment at the Sprint Review.
- F. It helps the Scrum Team decide how much time is needed before the Sprint can end.

**Answer:** BCE

**Explanation:**

When a Product Backlog item or an Increment is described as ‘Done’, everyone must understand what ‘Done’ means. Scrum Team members must have a shared understanding of what it means for work to be complete, to ensure transparency and is used to assess when work is complete on the product Increment. This Definition of Done provides the team guidance on what it takes to make the increment shippable.

**NEW QUESTION 95**

Cross-functional teams are specialized for working on specific system components (e.g. design, database, backend, frontend).

- A. True
- B. False

**Answer:** B

**Explanation:**

Cross-functional teams have all the skills and competencies needed to deliver end-to-end work.

**NEW QUESTION 96**

Which stakeholder is the most important for the Product Owner to satisfy?

- A. The company founder
- B. The board of directors



- C. The Head of Product
- D. The Product's users

**Answer:** D

**Explanation:**

The highest priority is to satisfy the end users.

**NEW QUESTION 99**

Select two ways in which Scrum uses time-boxing to promote self-organization? (Choose two.)

- A. Time-boxes ensures that the Development Team commits to completing the items in the Sprint Backlog by the end of the Sprint.
- B. Time-boxes encourage the ones closest to the problem make the best possible decisions within the time- frame given the current situation.
- C. Time-boxes can help teams plan how many additional Sprints is needed for User Acceptance testing.
- D. Time-boxes helps everybody concentrate on the same problem at the same time.

**Answer:** BD

**Explanation:**

Time-boxes help everyone focus on the work of the Sprint and personally commit to achieving the goals of the Scrum Team.

**NEW QUESTION 101**

What would likely happen if management only changed the organization's current terminology to fit Scrum without the proper understanding and support of Scrum as defined in the Scrum Guide?

- A. Very little change will happen as the vocabulary in Scrum is specifically defined for implementing Scrum.
- B. The organization may not realize the real benefits of Scrum as there would be no real change on the way the teams work.
- C. Organizations may feel less stressed as the behaviors would remain familiar to management.
- D. All answers apply.

**Answer:** D

**Explanation:**

The defined terminology in Scrum was selected, designed, and defined specifically for supporting the Scrum Framework. Understanding the differences between traditional methods and the Scrum Framework will help move teams in the right direction in Scrum adoption.

**NEW QUESTION 105**

Why is it important that there is only one Product Owner per product?

- A. The Scrum Master knows who will be his back-up whenever he is unavailable, it saves the organization time and money, and the Development Team knows who to request tasks from.
- B. It is clear who is accountable for the ultimate success of the product, the Development Team always knows who determines priorities, and it helps avoid barriers to effective communication and rapiddecision- making.
- C. It isn't important as multiple Product Owners can easily share a single Product Backlog.

**Answer:** B

**NEW QUESTION 107**

Individual Development Team members have been approaching Steven, the Scrum Master, to complain about Chris. Chris has the most experience on the system they are building. He often QUESTION NO:s the choices team members make in design and architecture making them feel bad. What are two good ways for Steven to address this problem? (Choose two.)

- A. Steven observes whether this topic is raised at the Sprint Retrospectiv
- B. If not, then he checks with the team on how comfortable they are with the way the design and architecture is being handled.
- C. Steven suggests facilitating a session with the full team to help resolve the issue.
- D. Steven tells the concerned members that Chris' opinions should be respected as he has the most experience and understands what is best for long term sustainability.
- E. Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.
- F. Steven takes the time between Sprints to organize a team building session to build a stronger relationship.

**Answer:** AB

**Explanation:**

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.

**NEW QUESTION 109**

Who should be present to review and adjust the selected Sprint work if the Development Team determines that it will not be able to finish the complete forecast?

- A. The stakeholders and Scrum Master.
- B. The Product Owner and the Development Team.
- C. The Development Team and Project Manager.
- D. The Scrum Master, the Business Analyst and the Development Team.

**Answer:** B

#### NEW QUESTION 114

What should a Development Team do if they don't understand a functional requirement?

- A. Request a specialist to be added to the Development Team.
- B. Move the item to a future Sprint.
- C. Complete as much as possible and add the remaining work as a new Product Backlog item.
- D. Work with the Product Owner to determine what is possible and acceptable.

**Answer:** D

#### NEW QUESTION 115

The Development Team has suggested to move the Daily Scrum to every other day instead of every day. What is the most appropriate action for the Scrum Master to take?

- A. Learn why the Development Team wants this, coach the team on why the Daily Scrum is important and work with them to improve the outcome of the Daily Scrum.
- B. Support the self-organizing team's decision.
- C. Have the Development Team members vote on which days the Daily Scrum should occur.

**Answer:** A

#### Explanation:

The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

#### NEW QUESTION 118

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.

**Answer:** BCE

#### Explanation:

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

#### NEW QUESTION 119

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 QUESTION NO:s.
- 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.

**Answer:** C

#### NEW QUESTION 124

What is the Development Team responsible for?

- A. Writing User Stories and ordering the Product Backlog.
- B. Reporting productivity and selecting the Sprint time-box.
- C. Organizing the work required to meet the Sprint Goal and resolving internal team conflicts.

**Answer:** C

#### NEW QUESTION 128

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