

## Ultimate Guide to Prepare PSM-II Certification Exam for Professional Scrum Master in 2022 [Q28-Q51]



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### How to study the Scrum PSM II: Professional Scrum Master II Exam

Several websites, including the official certification website SCRUMstudy, provide online learning and preparation for the exam. Two modes of learning are available i.e. Instructor-led and Online learning. Registrations for both modes can be done via the official website. Online courses for Scrum Master are available at Udemy, learn, and Encertify. Recorded videos of all course content are available as well as live classes and web conferences. E-Books and other reference study material can be found and downloaded from the SCRUMstudy website. All links are provided in the references section at the end of this document.

### Introduction to Scrum PSM II: Professional Scrum Master II Exam

The Professional Scrum Master™ level II (PSM II) assessment is available to anyone who wishes to demonstrate his or her ability to apply the Scrum framework to solving advanced, complex problems in the real world. Those that pass the assessment will receive the industry-recognized PSM II Certification as an indication of their advanced knowledge and abilities about Scrum and the role of the Scrum Master.

Anyone attempting the PSM II should have advanced Scrum knowledge, in-depth Scrum experience, and/or have taken the Professional Scrum Master course before taking this assessment. However, attending a course is neither necessary nor sufficient for certification. The PSM II assessment is very difficult and consists of multiple-choice questions based on your knowledge of Scrum and how you would handle real-world situations. Preparation of the exam should be started with **PSM II exam dumps**.

**NO.28** You are the Scrum Master for four Scrum Teams working on one product. Several of the developers notify you that their teams will need full-time help of an external technical specialist in the upcoming two Sprints.

What key concerns should the Scrum Master take into account?

- \* Having enough work for all Development Team members.
- \* The benefit of Development Teams solving the problem themselves and the ability to produce integrated Increments.
- \* Maintaining a consistent velocity.
- \* Hiring additional resources to fill the void in skillset.

**NO.29** 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?

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

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.

**NO.30** If burndown charts are used to visualize progress, what does a trendline through a release burndown chart indicate?

- \* When all work will be completed so the Scrum Team can start work on a new Product Backlog.
- \* When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.
- \* When the work remaining is projected to be completed if nothing changes on the Product Backlog or Development Team.
- \* The evolution of the return of investment on the project.

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.

**NO.31** As a Scrum Master, you observe that the Product Owner is not collaborating with the Development Team effectively.

What action would you take?

- \* Send the Product Owner to training.
- \* Nominate a proxy Product Owner.
- \* Act as the go-between.
- \* Coach the Product Owner.

A Scrum Master coaches those inside and outside the team on the values of Scrum and incremental delivery.

**NO.32** On a project where multiple Scrum Teams are working from the same Product Backlog, how should the work be distributed between teams?

- \* The Scrum Team with the highest capacity will pull items from the Product Backlog first.
  - \* Each Scrum Team must have an equal amount of User Stories per Sprint.
  - \* The Product Owner separates the Product Backlog items for each team.
  - \* The Development Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.
- During Sprint Planning the number of items selected from the Product Backlog for the Sprint is solely up to the Development Team regardless of the number of Development Teams working from the same Product Backlog. Only the Development Team can assess what it can accomplish over the upcoming Sprint.

**NO.33** You have a Scrum Team that has been working together for over a year. The Development Team consists of eleven members who rarely collaborate and work within their functional boundaries. There are no Sprint Goals and most of the items in the Sprint Backlog are unrelated. The Scrum Team has concluded that it is not possible to create Sprint Goals based on the items in the Product Backlog.

What might explain why the Scrum Team is finding it difficult to craft Sprint Goals? (Choose all that apply.)

- \* The Sprints are too long.
- \* The Product Owner is not empowered to make decisions about items in the Product Backlog nor how they are ordered.
- \* The Product Owner doesn't set objectives that he/she wants to achieve with upcoming Sprints.
- \* Scrum might not be the best framework for this team.
- \* The Development Team is too big.

Many people misinterpret the Scrum Guide as stating the Development Team size is limited to 3-9 members.

In reality, it only states that there is inherent risk attached to having less than 3 members and more than 9 members. As the number of members increases, the lines of communication also increase. This can be calculated using the Group intercommunication formula:  $n(n - 1) / 2$  where n is the number of members.

Some teams are able to handle the risk and synergize; whereas others might struggle. Saying that, the relationship between defining a Sprint Goal and Development Team size is unclear.

But the relationship between the ordering of the Product Backlog, the PO having clear objectives, and the Sprint Goal are direct. The Product Owner typically comes to the Sprint Planning with a business objective in mind and Product Backlog items related to the business objective. After deciding what can be done for the upcoming Sprint, the Scrum Team will craft a Sprint Goal that would be met through the implementation of the items. This is not dependent on the size of the team nor length of the Sprint.

Scrum is also a framework that's fit for purpose. Some projects/products are not fit for Scrum; or, better stated, Scrum is not suitable for all projects/products.

**NO.34** A key concern when multiple Development Teams are working for the same Product Backlog is minimizing dependencies between teams.

- \* True
- \* False

Minimizing dependencies reduces complexity and enhances agility.

**NO.35** Which two statements best describe a Sprint Goal? (Choose two.)

- \* Sprint Goals are defined when the completed work is reviewed at the end of a Sprint.
- \* Sprint Goals give the Development Teams flexibility and creativity on how to implement functionality during the Sprint.
- \* During the Sprint Planning, the entire Scrum Team collaboratively crafts a Sprint Goal based on a business objective that the Product Owner would like to achieve that Sprint.
- \* Sprint Goals can change as new insights emerge during the Sprint.

The number of items selected from the Product Backlog for the Sprint is solely up to the Development Team.

Only the Development Team can assess what it can accomplish over the upcoming Sprint.

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment. It is created during the Sprint Planning meeting. The Sprint Goal gives the Development Team some flexibility regarding the functionality implemented within the Sprint. The selected Product Backlog items deliver one coherent function, which can be the Sprint Goal. The Sprint Goal can be any other coherence that causes the Development Team to work together rather than on separate initiatives.

**NO.36** Which statement best describes Scrum?

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

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.

**NO.37** If burndown charts are used to visualize progress, what does a trendline through a release burndown chart indicate?

- \* When all work will be completed so the Scrum Team can start work on a new Product Backlog.
- \* When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.
- \* When the work remaining is projected to be completed if nothing changes on the Product Backlog or Development Team.
- \* The evolution of the return of investment on the project.

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.

**NO.38** What would be the main benefits of self-organization?

- \* Increased rule compliance, self-accountability, commitment.
- \* Increased rule compliance, self-accountability, output.
- \* Increased capacity, accuracy of estimates, output.
- \* Increased creativity, self-accountability, commitment.

Explanation/Reference:

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.

**NO.39** 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?

- \* Motivate the Development Team to meet their commitment to the Product Owner.
- \* Coach the Product Owner that with complex software development, you cannot promise the entire scope that was forecast during Sprint Planning. As more is learned during the Sprint, work may emerge that affects the Sprint Backlog.
- \* Advise the Product Owner that the Development Team owns the Sprint Backlog and it is up to them to meet their commitments.

No one tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.

\* Add more people to the Development Team to meet the Product Owner's expectations.

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.

**NO.40** By the end of the Sprint, a Product Backlog item in the Sprint Backlog does not meet the team's Definition of Done.

What two things should happen with the item? (Choose two.)

\* It will be inspected at the Sprint Review and if it is acceptable by the stakeholders then include it in the Increment.

\* Do not include the item in the Increment for the Sprint.

\* Split the item and add the estimation of the completed work to the current Sprint so not to impact the velocity and add the 'undone' work to the next Sprint.

\* Estimate the remaining work needed to make it 'done' and add it to the Product Backlog for the Product Owner to decide what to do with it.

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'. 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 it is used to assess when work is complete on the product Increment.

**NO.41** A new Product Owner is hired to work on an existing product that has ongoing for five Sprints. He/she is unsure about all of the responsibilities of a Product Owner. Which of these Product Owner's activities are defined in Scrum?

\* Writing User Stories.

\* Interacting with stakeholders and ensuring that the most valuable functionality is always produced first.

\* Describing features as Use Cases.

\* Ensuring work is completed within scope and time.

**NO.42** Which two behaviors would reflect Servant Leadership in a Scrum Master? (Choose two.)

\* Facilitating Scrum Events as requested or needed.

\* Coaching the Development Team, the Product Owner and the organization on how to work empirically.

\* Staying away from internal Development Team interactions, maximizing their autonomy and freedom.

\* Resolving every impediment for the Development Team.

Explanation

Explanation:

The Scrum Master is responsible for serving the team by facilitating and removing impediments to ensure there are minimal

roadblocks in the way of the team. The Scrum Master also coaches the Scrum Team and organization to ensure the benefits of Scrum is realized.

Removing every impediment for the Development Team; may seem like the right thing to do but by doing it this way, the Dev Team's ability to self-organize would be limited. There are some impediments that will depend solely on the Scrum Master and there will be some that require collaboration with the Dev Team. The former might be working with the finance department to renew services that the team is using. The latter might be lack of skills to make a particular item done. The Scrum Master can coach the team on finding different solutions to resolve the issue.

Removing impediments; is good. Removing every impediment for the Development Team; is not so good and sometimes not even possible.

**NO.43** At the Sprint Planning, the Development Team is not able to forecast the number of Product Backlog items it can do in the upcoming Sprint due to unclear requirements. The Product Owner, however, was able to clearly define the business objective he hopes to achieve in the Sprint.

Which of the following two actions would you support? (Choose two.)

- \* The Development Team forecasts the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.
  - \* If all agree they can extend the Sprint Planning until the Development Team can forecast enough Product Backlog items before starting the implementation.
  - \* Allow the Development Team members as much time as needed to review the Product Backlog items and reconvene with the Product Owner when they are confident enough to make a forecast for the Sprint.
  - \* They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.
- All events are time-boxed events, such that every event has a maximum duration. 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.

**NO.44** 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.)

- \* Defend the original budget and request the stakeholders to adhere to the original agreed funding for the product.
- \* Encourage the stakeholders and Product Owner to focus on delivering the highest value items for the next Sprint.
- \* Be objective and request for a short break for people to calm down.
- \* Avoid getting involved as it is the Product Owner's responsibility to manage stakeholder expectations.
- \* Inform everyone that the team needs to stay busy until the information is formally announced.

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

**NO.45** Who manages the progress of work during a Sprint?

- \* The Scrum Master
- \* The Product Owner
- \* The Team Lead
- \* The Development Team

Explanation/Reference:

Explanation:

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

**NO.46** When multiple Scrum Teams are working from the same Product Backlog, also known as scaled Scrum, they must still work in conformance of the Scrum guide.

- \* True
- \* False

Scrum is a framework with built in flexibility to support multiple Scrum Teams working on a single product.

**NO.47** What is the recommended size for a Development Team (within the Scrum Team)?

- \* 3 to 9
- \* Minimal 5
- \* 7 plus or minus 2
- \* 9

**NO.48** 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)?

- \* Component teams would have all the skills needed to focus on their specific technical layer.
- \* Component teams generally have all the skills needed to deliver shippable Increments that add business value.
- \* Because their productivity is already predictable, they can deliver shippable Increments more quickly than a newly formed team.
- \* 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.
- \* There is less communication overhead than working in feature teams.

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

**NO.49** Part of the team's Definition of Done; requires creating or updating technical documentation in order to maintain the product and/or features in the future. The team's technical writer will be on vacation during the Sprint.

What should you do?

- \* Encourage the technical writers from other teams to form a specialized team to organize and plan the work for multiple teams.
- \* The Development Team members will write it as they are still responsible for creating the documentation to make the Increment done in conformance with their Definition of Done.
- \* Wait until the technical writer returns before continuing with related items.
- \* Complete all development work first while adding technical documentation to the Product Backlog to be done in a subsequent Sprint.

All Product Backlog items selected for the Sprint are owned by the Development Team as a whole. Although individual members may work on specific tasks, the Development Team is still accountable for doing the work to deliver a shippable Increment.

**NO.50** What would be typical Scrum Master activities during the Sprint?

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

**NO.51** Stakeholders are only allowed to meet with the Scrum Team at Sprint Review.

- \* True
- \* False

Explanation

**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.

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