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Question 1

Question Type: MultipleChoice

What conditions are most likely occurring if you feel you need a "Quality Assurance and Release Readiness Sprint"?

(choose the best three answers)

Options:

- A-** You are following Scrum and the concept of a Hardening Sprint.
- B-** Scrum has been modified in an acceptable manner to introduce 'Quality Assurance and Release Readiness Sprints'.
- C-** The Definition of Done is weak or incomplete, allowing technical debt to accumulate.
- D-** The Developers find it nearly impossible to create a valuable, useful product Increment in a Sprint.
- E-** The Definition of Done is not being met every Sprint.

Answer:

C, D, E

Explanation:

A "Quality Assurance and Release Readiness Sprint" is not a Scrum concept, but a sign of poor engineering practices and weak adherence to the Scrum values and principles. It indicates that the Scrum Team is not delivering a potentially releasable product Increment every Sprint, which is one of the core commitments of Scrum. This could be due to a weak or incomplete Definition of Done, which allows technical debt to accumulate and compromises the quality and usability of the product. It could also be due to the Developers finding it nearly impossible to create a valuable, useful product Increment in a Sprint, which could be caused by various factors such as lack of skills, tools, collaboration, feedback, or empowerment. The Definition of Done is not being met every Sprint, which means that the Scrum Team is not fulfilling its accountability for the Increment and is not transparent about the state of the product.

[Scrum Guide 2020, section "Commitments", "Definition of Done", "The Sprint", "The Increment"](#).

[Advanced Knowledge of Scrum, section "Definition of Done", "Technical Debt"](#).

[Scrum Master Accountabilities, section "Accountability for Effectiveness"](#).

Question 2

Question Type: MultipleChoice

Which two options describe how project budgeting and financial forecasting work in Scrum?

(choose the best two answers)

Options:

- A-** Scrum does not align with traditional accounting practices. The financial department needs to be given a fixed cost per Sprint per team.
- B-** Several Sprints may be funded as a single release, with the result of each Sprint being releasable product
- C-** The only funding is for the run cost (time and materials) of the Scrum Teams, so no budgeting process is needed_
- D-** It is ideally revisited as frequently as each Sprint to ensure value is being delivered for the investment spent.

Answer:

B, D

Explanation:

Short Scrum is a framework for delivering value to customers and stakeholders in an iterative and incremental way. Scrum does not prescribe how project budgeting and financial forecasting should be performed, but it does provide some principles and practices that can help with this process.

One of these principles is that each Sprint should produce a potentially releasable product Increment that delivers value and meets the Definition of Done. This means that several Sprints may be funded as a single release, with the result of each Sprint being releasable

product¹². This allows the Product Owner to decide when to release the product based on the feedback from the customers and stakeholders, and the market conditions.

Another principle is that Scrum promotes transparency, inspection, and adaptation. This means that the budgeting and forecasting process should be revisited as frequently as each Sprint to ensure value is being delivered for the investment spent¹³. This allows the Scrum Team to inspect the outcomes of the delivered Sprint Increments, compare them with the expected benefits and costs, and adapt the product backlog and the release plan accordingly.

Scrum does not align with traditional accounting practices that require fixed scope, cost, and time. However, this does not mean that Scrum Teams do not need a budgeting process or that they only need to cover the run cost (time and materials) of the Scrum Teams. Scrum Teams still need to estimate the size and value of the product backlog items, forecast the delivery date and cost of the product or release, and track the actual spending and revenue of the product or release⁴³. The difference is that these estimates and forecasts are based on empirical data from previous Sprints, rather than on upfront assumptions or guesses. They are also subject to change as new information emerges or new requirements arise.

Scrum Guide 2020, section "The Sprint", "The Increment", "Empiricism".

Tips for Effective Agile Budgeting and Forecasting | Toptal, section "Establish Context and Set Expectations", "Budget for Value".

Project forecasts and budgets | Microsoft Learn, section "Project forecasting".

Planning and Budgeting in Scrum Projects - PMHut, section "Budgeting in Scrum Projects".

Question 3

Question Type: MultipleChoice

A few members of the Scrum Team discuss work that is not being done. Some say it is part of the Definition of Done, others say it is not. After an hour of angry discussion, someone starts making personal insults and anger levels rise. What is the best action for the Scrum Master to take?

(choose the best answer)

Options:

- A-** Defuse the conflict. Take the Definition of Done and tell the other members of the Scrum Team how to interpret it, so they can autonomously decide whether the debated work is or is not part of it
- B-** Conduct a session to help the Scrum Team resolve the conflict and create a uniform Definition of Done. Remind the other members of the Scrum Team that conflicting ideas are natural, but making it personal does not help.
- C-** End the discussion. Make the call whether the work is or is not part of the Definition of Done. Identify who is involved in the conflict and decide on their further presence on the Scrum Team.
- D-** Take the people involved aside. Ask them to resolve the situation outside of the Scrum Team, if required through their managers. The goal is to maintain stability in the team.

Answer:

B

Explanation:

The best action for the Scrum Master to take in this situation is to conduct a session to help the Scrum Team resolve the conflict and create a uniform Definition of Done. This is because the Scrum Master is a servant-leader, a facilitator, and a coach to the team, who should have the skills to help resolve conflicts if called upon by the team¹. The Scrum Master can employ various strategies to effectively resolve conflicts within the Scrum Team, such as promoting open communication, facilitating active listening, mediating disagreements, and fostering collaboration². The Scrum Master can also remind the team members that conflicting ideas are natural and can be beneficial for innovation and learning, but making it personal does not help and violates the Scrum values of respect and openness³. The Scrum Master can guide the team to create a clear and shared Definition of Done that reflects their quality standards and expectations for the product⁴.

The other options are not the best actions for the Scrum Master to take, because they either undermine the self-organization and autonomy of the team, escalate the conflict, or avoid addressing the root cause of the problem.

Question 4

Question Type: MultipleChoice

Which two statements are true regarding the nature of large-scale product development with Scrum?

(choose the best two answers)

Options:

- A-** A well-structured Product Backlog can minimize and often eliminate Developers working on multiple Scrum Teams during a Sprint.
- B-** Changes to the core Scrum framework are needed to be successful with Scrum at large scale.
- C-** A person working on multiple Scrum Teams at the same time is often less productive than when that person can focus on the Sprint Backlog of a single Scrum Team.
- D-** Scrum Team members must be working full time on a team.

Answer:

A, C

Explanation:

According to the Large-Scale Scrum (LeSS) framework, one of the principles for scaling agile development is to descale the organization, which means simplifying the structure and reducing dependencies and handoffs. A well-structured Product Backlog can help achieve this by enabling feature teams, which are cross-functional and cross-component teams that can deliver a complete customer-centric feature. Feature teams minimize and often eliminate Developers working on multiple Scrum Teams during a Sprint, as they can focus on one Product Backlog item at a time. This also improves productivity, quality, and learning, as Developers can avoid context switching and multitasking, which are known to reduce efficiency and effectiveness. A person working on multiple Scrum Teams

at the same time is often less productive than when that person can focus on the Sprint Backlog of a single Scrum Team.

The Large-Scale Scrum (LeSS) framework also states that Scrum does not change when scaling up to multiple teams. The core Scrum framework remains intact, with one Product Owner, one Product Backlog, and potentially releasable Increments every Sprint. The only changes are adding a few coordination practices to cope with the increased complexity and interdependencies. Therefore, changes to the core Scrum framework are not needed to be successful with Scrum at large scale.

Scrum Team members do not have to be working full time on a team, as long as they are committed to the Sprint Goal and deliver a Done Increment every Sprint. However, it is recommended that they spend as much time as possible with their team, as this fosters collaboration, communication, and alignment.

[The Large-Scale Scrum \(LeSS\) framework | Atlassian, accessed on September 30, 2023](#)

[Overview - Large Scale Scrum \(LeSS\), accessed on September 30, 2023](#)

[Practices for Scaling Lean & Agile Development: Large, Multisite, and Offshore Product Development with Large-Scale Scrum, Craig Larman and Bas Vodde, 2010](#)

[Leading Large Scale Product Development with Large-Scale Scrum \(LeSS\), Kamlesh Ravlani, 2015](#)

Question 5

Question Type: MultipleChoice

During the Sprint Retrospective, the newest developer says that his perspective and ideas have been ignored by the rest of the Developers throughout the Sprint What Scrum values are touched here?

(choose the best three answers)

Options:

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

Answer:

B, D, E

Explanation:

The Scrum values of courage, openness, and respect are touched in this situation. Courage means that the Scrum Team members have the courage to do the right thing and work on tough problems, and also to speak up when they have concerns or disagreements.

Openness means that the Scrum Team members and stakeholders agree to be open about all the work and the challenges with performing the work. Respect means that the Scrum Team members respect each other to be capable, independent people, and also respect the opinions and ideas of others.

In this case, the newest developer showed courage by expressing his feelings during the Sprint Retrospective, which is an opportunity for the Scrum Team to inspect itself and create a plan for improvements. The rest of the Developers should have been more open to listening to his perspective and ideas throughout the Sprint, as they might have valuable insights or suggestions for improving the product or the process. The Developers should also have respected the newest developer as a member of the team, and given him a fair chance to contribute and collaborate with them.

[The Scrum Guide, November 2020, p. 13-14](#)

[What are the 5 Scrum Values?, Visual Paradigm, accessed on September 30, 2023](#)

[Scrum Values Poster, Scrum.org, accessed on September 30, 2023](#)

Question 6

Question Type: MultipleChoice

How should requirements be distributed when multiple Scrum Teams work on the same product?

(choose the best answer)

A. They must be selected from one Product Backlog in such a way that each Scrum Team has an equal volume of requirements per Sprint.

Options:

B- The Scrum Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.

C. The Scrum Team with the highest velocity pulls items from an overall Product Backlog first

D- The Product Owner decides by providing each team with its own Product Backlog.

Answer:

B

Explanation:

When multiple Scrum Teams work on the same product, they share one Product Backlog that contains all the requirements for the product. The Product Owner is responsible for ordering and refining the Product Backlog items, but does not assign them to specific teams. Instead, the Scrum Teams pull in work from the Product Backlog in agreement with the Product Owner and the other teams, based on their capacity, skills, dependencies, and Sprint Goals. This way, the Scrum Teams can self-organize and collaborate to deliver a coherent and valuable product Increment.

[The Scrum Guide, November 2020, p. 7-8](#)

[Can two teams work on one product backlog?, Scrum.org, January 6, 2020](#)

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