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Question 1

Question Type: MultipleChoice

During Sprint Planning, Developers work with the Product Owner to create a forecast for the Sprint. A forecast is a selection of Product Backlog items that the Developers believe are possible to get done by the end of the Sprint. Select two things that explain what done means.

(choose the best two answers)

Options:

- A- Having an Increment that could be released to end users.
- B- All work for which enough expertise and skills are present in the Scrum Team.
- C- All work performed meets the Definition of Done.
- D- All work to create an Increment that is ready for testing.
- E. All work to create an Increment that is ready for acceptance testing by the Product Owner.

Answer:

A, C

Explanation:

Done means that the Increment is in a usable condition and meets the Scrum Team's Definition of Done. The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product. The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. Having an Increment that could be released to end users means that it is potentially releasable, which is one of the goals of Scrum. All work performed meets the Definition of Done means that the Developers have ensured that every Product Backlog item selected for the Sprint conforms to the agreed quality standards.

[The Scrum Guide, November 2020, p. 10-11](#)

[What is a Definition of Done?, Scrum.org, accessed on September 30, 2023](#)

[DONE Understanding Of The Definition Of 'Done', Scrum.org, December 16, 2019](#)

Question 2

Question Type: MultipleChoice

Marian is a product Owner working on a Scrum Team on a new release for her product. Based on the average velocity of the previous release Marian estimated the project to take seven Sprints. Average velocity In the previous release was thirteen completed units of work per Sprint Development is three Sprints underway, with four more Sprints to go until the release.

Product Backlog has been stable.

Over the first three Sprints, the Developers report their average velocity is nine, while not having fully tested all the delivered functionality. The Developers estimate that the unfinished testing would have required of a Sprints time. The Developers believe that the required

velocity of thirteen is within their reach. What is the most effective way to recover?

(choose the best answer)

A. The Developers set the open work aside to be performed in one or more release Sprints. They remind Marian to find funding for enough Release Sprints in which this remaining work can be done. up to one release Sprint per three development Sprints may be required, It is Marian's responsibility to inform users and stakeholders Of the impact on the release date.

B. Transparency needs to be restored by adding the undone work to the Product Backlog. The Developers must figure out a way to deliver in the upcoming Sprints a velocity of not only 13 units of new work, but also two additional points to catch up undone work. It is the Scrum Master's duty to assess whether such repair is possible. If not, the Scrum Master initiates a restart with a more reliable team Or cancels the project. The Scrum Master will have to inform Product Owner and the stakeholders.

Options:

C- In the next Sprints, the Developers keep making sure that all of the selected scope per Sprint is as done as possible, at least at the past level of 90%. In every Sprint the undone work of the previous Sprint is estimated and added to the Sprint Backlog. It comes on top of the expected forecast of 13 units, so it does not mess up progress on the product Backlog.

D- The Developers inform Marian that the progress she has perceived to date is not correct. The Increment is not releasable. They give Marian their estimate of the effort it would take to get the past work done, and suggest doing that work first before proceeding with new features. The Developers also re-estimate the effort to complete the remaining backlog, including all testing. In the end, it is Marian's call to continue the project or to cancel.

Answer:

D

Explanation:

The most effective way to recover is to restore transparency and trust by informing the Product Owner that the progress she has perceived to date is not correct. The Increment is not releasable because it does not meet the Definition of Done¹², which is a shared understanding of what it means for work to be complete¹². The Developers should give the Product Owner their estimate of the effort it would take to get the past work done, and suggest doing that work first before proceeding with new features. This way, the Developers can ensure that they deliver a valuable, useful, and potentially releasable Increment every Sprint¹². The Developers should also re-estimate the effort to complete the remaining backlog, including all testing, and communicate any changes or risks to the Product Owner. In the end, it is the Product Owner's call to continue the project or to cancel it, based on the value and feasibility of the product¹².

Some reasons why the other options are not correct are:

A: The Developers set the open work aside to be performed in one or more release Sprints. They remind Marian to find funding for enough Release Sprints in which this remaining work can be done. This option is not correct because it violates the Scrum framework and the Scrum values. The Scrum framework does not prescribe any release Sprints or separate phases for testing or integration¹². The Scrum values include commitment, focus, openness, respect, and courage¹². The Developers should commit to delivering a potentially

releasable Increment every Sprint, not postpone or hide their undone work. The Developers should focus on creating value for the customers and users, not on meeting artificial deadlines or metrics. The Developers should be open and honest about their progress and challenges, not mislead or deceive the Product Owner. The Developers should respect the Product Owner's authority and accountability for maximizing the value of the product and the work of the Developers¹², not shift the responsibility or blame to them. The Developers should have the courage to face their problems and seek help, not avoid or ignore them.

B: Transparency needs to be restored by adding the undone work to the Product Backlog. The Developers must figure out a way to deliver in the upcoming Sprints a velocity of not only 13 units of new work, but also two additional points to catch up undone work. It is the Scrum Master's duty to assess whether such repair is possible. If not, the Scrum Master initiates a restart with a more reliable team or cancels the project. The Scrum Master will have to inform Product Owner and the stakeholders. This option is not correct because it violates the Scrum framework and the Scrum roles. The Scrum framework does not prescribe any velocity or points as measures of progress or success¹². The Scrum roles include Product Owner, Scrum Master, and Developers¹². The Product Owner is accountable for maximizing the value of the product and the work of the Developers¹², not for tracking or controlling their velocity or points. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide¹, causing change that increases the productivity of the Scrum Team¹, and working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization¹, not for assessing or judging the performance of the Developers or initiating a restart or cancellation of the project. The Developers are accountable for creating a valuable, useful, and potentially releasable Increment every Sprint¹², not for meeting a predetermined velocity or points target.

C: In the next Sprints, the Developers keep making sure that all of the selected scope per Sprint is as done as possible, at least at the past level of 90%. In every Sprint the undone work of the previous Sprint is estimated and added to the Sprint Backlog. It comes on top of the expected forecast of 13 units, so it does not mess up progress on the product Backlog. This option is not correct because it violates the Scrum framework and the Scrum values. The Scrum framework requires that each Sprint delivers a potentially releasable Increment that meets the Definition of Done¹², not a partially done or incomplete product that accumulates technical debt or quality issues. The Scrum values include commitment, focus, openness, respect, and courage¹². The Developers should commit to delivering a

potentially releasable Increment every Sprint, not compromise on quality or value. The Developers should focus on creating value for the customers and users, not on meeting artificial deadlines or metrics. The Developers should be open and honest about their progress and challenges, not hide or ignore their undone work. The Developers should respect the Product Owner's authority and accountability for maximizing the value of the product and the work of the Developers¹², not burden them with additional work or risk. The Developers should have the courage to face their problems and seek help, not avoid or ignore them.

[What is an Increment? | Scrum.org](#)

[What is a Product Increment? | Scrum.org](#)

Question 3

Question Type: MultipleChoice

What is one way to determine if the Product Owner is interacting with the Developers enough throughout a Sprint?

(choose the best answer)

A. The Developers should determine the percentage of time the Product Owner is required to be present and monitor whether the Product Owner's average presence is around this figure.

Options:

- B-** Check the Daily Scrum reports to see whether the Product Owner was present at the majority of the Daily Scrum meetings.
- C-** Observe whether the Developers need to ask the Product Owner questions at times other than during the Daily Scrum.
- D-** Product Owners and Developers are satisfied with the increment.

Answer:

D

Explanation:

The best way to determine if the Product Owner is interacting with the Developers enough throughout a Sprint is to observe whether both parties are satisfied with the Increment. The Increment is a concrete stepping stone toward the Product Goal¹. It must be usable and meet the Definition of Done¹. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Developers¹. The Developers are accountable for creating a valuable, useful, and potentially releasable Increment every Sprint¹. Therefore, if both the Product Owner and the Developers are happy with the quality and value of the Increment, it means that they have communicated and collaborated effectively throughout the Sprint.

Some reasons why the other options are not correct are:

A: The Developers should determine the percentage of time the Product Owner is required to be present and monitor whether the Product Owner's average presence is around this figure. This option is not correct because it implies that there is a fixed or optimal amount of time that the Product Owner should spend with the Developers, which may not be true. The Product Owner's interaction with

the Developers may vary depending on the context, complexity, and uncertainty of the product and the Sprint. The Scrum Guide does not prescribe any specific time or frequency for the Product Owner's involvement with the Developers¹. The Product Owner should be available to provide guidance and feedback to the Developers as needed, but not interfere with their self-organization and autonomy¹.

B: Check the Daily Scrum reports to see whether the Product Owner was present at the majority of the Daily Scrum meetings. This option is not correct because it assumes that the Daily Scrum is a meeting where the Product Owner should be present, which is not true. The Daily Scrum is an event for and by the Developers¹², not for reporting or accountability to anyone else. The Product Owner may attend as an observer or a collaborator, but only if invited by the Developers¹². The presence or absence of the Product Owner at the Daily Scrum does not indicate how much they interact with the Developers throughout the Sprint.

C: Observe whether the Developers need to ask the Product Owner questions at times other than during the Daily Scrum. This option is not correct because it implies that asking questions is a sign of insufficient interaction, which may not be true. Asking questions is a natural and healthy part of communication and collaboration between the Product Owner and the Developers. It shows that they are engaged, curious, and willing to learn from each other. It also helps them to clarify requirements, expectations, and feedback, and to resolve any ambiguities or conflicts. Asking questions does not necessarily mean that there is a lack of interaction, but rather that there is a need for more information or clarification.

[What is an Increment? | Scrum.org](#)

[What Is a Daily Standup? | A Guide to Running Effective Standup Meetings | Atlassian](#)

Question 4

Question Type: MultipleChoice

A Developer from the Scrum Team is always missing the Daily Scrum. She feels that if she is doing her job well, it does not matter whether she attends or not. The other Developers on the team have not done anything about it. As the Scrum Master how should you respond to this situation?

(choose the best answer)

Options:

- A-** You do not intervene. The Developers own the Daily Scrum, so they should deal with any issues with attendance.
- B-** Ask the Developers, what value they get by having the Daily Scrum with all team members present and what might go wrong if all Developers do not attend.
- C-** Talk to the Developer who is missing the Daily Scrum and ask her to always attend the Daily Scrum.
- D-** Teach the Developers how to deal with this situation by attending the Daily Scrum yourself.

Answer:

B

Explanation:

As the Scrum Master, your role is to serve the Scrum Team by helping them to work effectively and deliver value. You are not responsible for managing the work or assigning tasks to the Developers. You should respect the self-organization and autonomy of the

Developers, and support them in finding their own solutions to the problem. You should also facilitate collaboration and communication among the Developers and with other stakeholders.

Some reasons why option B is the correct answer are:

Asking the Developers what value they get by having the Daily Scrum with all team members present and what might go wrong if all Developers do not attend. This action will help the Scrum Team to understand the purpose and benefits of the Daily Scrum, and to identify and address the risks and consequences of missing it. The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work¹². The Daily Scrum also provides an opportunity for the Developers to identify and communicate any impediments that are hindering their progress, and request help from the Scrum Master or other team members to resolve them¹². The Daily Scrum improves communications, identifies impediments, promotes quick decision-making, and consequently eliminates the need for other meetings¹². The Daily Scrum is not a status meeting, but a way for the Developers to collaborate and self-organize around the most important work for the next 24 hours¹². If a Developer is missing the Daily Scrum, they may miss important information, feedback, or support from their peers, or they may cause delays, confusion, or conflicts for their team. The Scrum Master should encourage the Developers to share their perspectives and experiences on how the Daily Scrum helps them achieve their Sprint Goal and create a valuable Increment.

The Scrum Master should also help the Developers to come up with their own solutions on how to ensure full attendance and participation in the Daily Scrum. The Scrum Master should not impose or dictate a solution, but rather coach and guide the Developers to find what works best for them. The Scrum Master should also help the Developers to agree on some ground rules or norms for their Daily Scrum, such as when, where, and how to conduct it, what topics to discuss, and how to handle any issues or conflicts that may arise.

Some reasons why the other options are not correct are:

A: You do not intervene. The Developers own the Daily Scrum, so they should deal with any issues with attendance. This option is not correct because it violates the Scrum Master role. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide¹, causing change that increases the productivity of the Scrum Team¹, and working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization¹. The Scrum Master should not ignore or avoid a problem that affects the performance or well-being of the Scrum Team, but rather help them address it in a constructive and respectful way. The Scrum Master should also not assume that the Developers know how to deal with any issues with attendance, but rather teach them how to do so effectively.

C: Talk to the Developer who is missing the Daily Scrum and ask her to always attend the Daily Scrum. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Daily Scrum is an event for and by the Developers¹², not for reporting or accountability to anyone else. The Scrum Master should not interfere with or dictate how the Developers conduct their Daily Scrum, or make unilateral decisions on behalf of them. The Scrum Master should also not single out or confront a Developer who is missing the Daily Scrum, but rather involve all Developers in finding a solution that works for everyone.

D: Teach the Developers how to deal with this situation by attending the Daily Scrum yourself. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Daily Scrum is an event for and by the Developers¹², not for anyone else's inspection or intervention. The Scrum Master should not attend or participate in the Daily Scrum unless they are actively working on items in the Sprint Backlog¹². The presence of an outsider may disrupt or influence the dynamics of the Developers' communication and collaboration. The Scrum Master should also not teach by doing, but rather by coaching and facilitating.

[What is a Daily Scrum? | Scrum.org](#)

[What Is a Daily Standup? | A Guide to Running Effective Standup Meetings | Atlassian](#)

Question 5

Question Type: MultipleChoice

You are the Scrum Master for four teams working from the same Product Backlog. Several of the Developers come to you complaining that work identified for the upcoming two Sprints will require full time commitment from Phil, an external specialist. As the Scrum Master what should you do to solve this upcoming problem?

(choose the best answer)

Options:

- A- Prepare the Sprint Backlogs each day for the teams so Phil can spend some time in each team.
- B- Allocate Phil to one team per Sprint, so that over four Sprints every team will have had the support it requires.
- C- As needed, consult with the Developers on how they want to manage this problem and help them implement their preferred solution.
- D- Ask Phil for a plan to hire and train additional people in his domain, and in the meantime work with the Product Owner and Developers to re-prioritize the work so that tasks not depending on Phil can be done first.

Answer:

C

Explanation:

As the Scrum Master, your role is to serve the Scrum Team by helping them to work effectively and deliver value. You are not responsible for managing the work or assigning tasks to the Developers. You should respect the self-organization and autonomy of the Developers, and support them in finding their own solutions to the problem. You should also facilitate collaboration and communication among the Developers and with other stakeholders, such as Phil and the Product Owner.

Some reasons why the other options are not correct are:

A: Preparing the Sprint Backlogs each day for the teams so Phil can spend some time in each team. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Sprint Backlog is owned and managed by the Developers, not by the Scrum Master. The Scrum Master should not interfere with or dictate how the Developers plan and execute their work. The Scrum Master should also not impose a solution that may not be optimal or feasible for the teams or for Phil.

B: Allocate Phil to one team per Sprint, so that over four Sprints every team will have had the support it requires. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Scrum Master should not allocate resources or assign tasks to the teams or to Phil. The Scrum Master should also not impose a solution that may not be aligned with the Product Owner's priorities or the teams' needs.

D: Ask Phil for a plan to hire and train additional people in his domain, and in the meantime work with the Product Owner and Developers to re-prioritize the work so that tasks not depending on Phil can be done first. This option is not correct because it violates the Scrum framework and the Scrum Master role. The Scrum Master should not ask Phil to do something that may be beyond his authority or responsibility. The Scrum Master should also not work with the Product Owner and Developers to re-prioritize the work, as this is the Product Owner's accountability. The Scrum Master should respect the Product Owner's decisions on what is valuable and what is not, and support the Developers in delivering that value.

[What is a Scrum Master? | Scrum.org](https://www.scrum.org)

[What is a Sprint Backlog? | Scrum.org](#)

[Who is responsible for dependency management? | Scrum.org](#)

[Managing Dependencies in Scrum - Scrum Alliance]

Question 6

Question Type: MultipleChoice

In the Sprint Retrospective, there is discussion that the quality of the Increment is not sufficient for going to production. In response, a Scrum Team member points out the high velocity reached by the team. What are the two best actions for the Scrum Master to take?

(choose the best two answers)

Options:

A- Agree and praise the Developers for their hard work, so they are motivated to do even more in the next Sprint

B- Facilitate a discussion on how to improve the quality to a level sufficient for production, even if the measured velocity will drop in the next Sprint

C. Acknowledge the hard work, but remind the Developers that they need to improve to do even more in the next Sprint.

D- Stress the value of working product over measured velocity.

Answer:

B, D

Explanation:

<https://www.scrum.org/resources/what-is-a-sprint-retrospective>The Sprint Retrospective is a Scrum event in which the Scrum Team inspects how the last Sprint went with regards to individuals, interactions, processes, tools, and their Definition of Done¹. The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness¹. The Scrum Team should focus on improving the quality of the product Increment, not on increasing the measured velocity. Velocity is a metric that indicates how much work the team has completed in a Sprint, but it does not reflect the value or quality of that work. Working product is one of the primary measures of progress in Agile.

Some actions that the Scrum Master can take in this situation are:

Facilitate a discussion on how to improve the quality to a level sufficient for production, even if the measured velocity will drop in the next Sprint. This action will help the Scrum Team to identify and address the root causes of the quality issues, and to plan actions for improvement. The Scrum Master should encourage the Scrum Team to inspect their Definition of Done, their testing and quality assurance practices, their technical debt, and their collaboration with stakeholders. The Scrum Master should also help the Scrum Team to prioritize quality over quantity, and to understand that delivering a potentially releasable Increment at the end of every Sprint is one of the goals of Scrum.

Stress the value of working product over measured velocity. This action will help the Scrum Team to align their work with the Agile values and principles, and to focus on delivering value to the customers and users. The Scrum Master should remind the Scrum Team that velocity is not a goal or a measure of success, but a tool for planning and forecasting. The Scrum Master should also help the Scrum Team to avoid falling into the trap of velocity-driven development, where they sacrifice quality, sustainability, and customer satisfaction for higher numbers.

Some actions that the Scrum Master should not take in this situation are:

Agree and praise the Developers for their hard work, so they are motivated to do even more in the next Sprint. This action will not help the Scrum Team to improve their quality or effectiveness, but rather reinforce a false sense of achievement based on velocity. The Scrum Master should acknowledge and appreciate the Developers' efforts, but also challenge them to inspect and adapt their work processes and outcomes. The Scrum Master should also help the Developers to balance their motivation with realism, and to avoid overcommitting or overestimating their capacity.

Acknowledge the hard work, but remind the Developers that they need to improve to do even more in the next Sprint. This action will not help the Scrum Team to improve their quality or effectiveness, but rather put pressure on them to increase their velocity. The Scrum Master should not imply that doing more work is equivalent to doing better work, or that higher velocity is expected or desired. The Scrum Master should also help the Developers to avoid burnout, stress, and fatigue caused by unrealistic or unsustainable expectations.

[The Sprint Retrospective - What It Is & Tips for Making the Most of Your Meeting | Scrum Alliance](#)

[How to Measure Sprint Velocity in Agile | Parabol](#)

[What is a Sprint Retrospective? - Zeolearn](#)

[What Is the Goal of Sprint Retrospective Meeting? | Wrike](#)

[What is a Sprint Retrospective? | Scrum.org](#)

[Principles behind the Agile Manifesto]

[What is a Product Increment? | Scrum.org]

[Velocity-driven development: A trap waiting for you | Agile Alliance]

Question 7

Question Type: MultipleChoice

Respect is one of the five Scrum values. Which statements demonstrate respectful behavior in the Scrum Team?

(choose the best two answers)

Options:

- A- Respect the accountabilities of the Scrum Team members.
- B. Respect the Product Owner by letting them change the Sprint Goal during the Sprint
- C- Respect people, their experience, diversity, and difference in opinion

D- Respect stakeholder expectations that Scrum Teams will meet their forecast.

Answer:

A, C

Explanation:

Respect is one of the Scrum values that means recognizing the value of each individual and their contribution, trusting them to fulfill their tasks, listening to and considering their ideas, and acknowledging their accomplishments. Respect also means honoring the diversity of people, their experiences, and their opinions. Respect facilitates collaboration, learning, and creativity in the Scrum Team.

Some statements that demonstrate respectful behavior in the Scrum Team are:

Respect the accountabilities of the Scrum Team members. This means that each role in the Scrum Team has a clear set of responsibilities and expectations, and that other team members respect those boundaries and do not interfere with or undermine them. For example, the Product Owner is accountable for maximizing the value of the product and the work of the Developers, and the Developers respect that by following the Product Owner's guidance on what to work on and what not to work on. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide, causing change that increases the productivity of the Scrum Team, and working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization. The Developers respect that by adhering to the Scrum framework, being open to feedback and improvement, and collaborating with other Scrum Teams when needed.

Respect people, their experience, diversity, and difference in opinion. This means that each person in the Scrum Team is valued as a skilled professional who brings unique perspectives and insights to the team. The team members respect each other's expertise, skills,

and ideas, and are willing to learn from each other and from their stakeholders. They also respect that people may have different opinions or preferences on how to approach a problem or a solution, and they seek to understand those differences rather than dismiss or ignore them. They engage in constructive dialogue and respectful disagreement when necessary, and they support team decisions even if they are not their personal choices.

Some statements that do not demonstrate respectful behavior in the Scrum Team are:

Respect the Product Owner by letting them change the Sprint Goal during the Sprint. This is not respectful because it violates the Scrum framework and undermines the Developers' autonomy and commitment. The Sprint Goal is a shared objective that provides guidance to the Developers on why they are building an Increment. It is crafted by the Product Owner in collaboration with the Developers during Sprint Planning, and it remains fixed for the duration of the Sprint unless a significant change occurs that invalidates it. Allowing the Product Owner to change the Sprint Goal during the Sprint would disrupt the focus and alignment of the Developers, introduce uncertainty and confusion, and reduce transparency and accountability.

Respect stakeholder expectations that Scrum Teams will meet their forecast. This is not respectful because it implies that stakeholders have unrealistic or unreasonable expectations that are not based on empirical evidence or feedback. The forecast is a plan for what functionality will be delivered in an Increment by the end of a Sprint. It is based on what is known at Sprint Planning, but it is not a guarantee or a commitment. The forecast may change during the Sprint as new information emerges or as unforeseen challenges arise. The Scrum Team respects stakeholders by being transparent about their progress and any changes to their forecast, by delivering a valuable Increment at least by the end of every Sprint, by seeking feedback from stakeholders during Sprint Review, and by incorporating that feedback into future Sprints.

[The Scrum Values](#)

[Understanding the 5 Scrum Values](#)

Top 5 Scrum Values & Principles

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