

# Scrum

## Exam Questions PSM-II

Professional Scrum Master II



#### NEW QUESTION 1

What would be typical Scrum Master activities during the Sprint?

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

**Answer:** B

#### NEW QUESTION 2

Technical Debt can lead to false assumptions about the current state of the system and the Increment reviewed at the end of the Sprint.

- A. True
- B. False

**Answer:** A

#### Explanation:

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical debt into the system. This can give a false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.

#### 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

Paul is a Product Owner for multiple products. Each product is allocated a dedicated Scrum Team and a set budget. Based on the average velocity of a previous product release, Paul had estimated a new product to take 9 Sprints to complete. The average velocity of the previous product release was 50 completed units of work per Sprint. Over the first 3 Sprints, the Development Team reported an average velocity of 40 completed units per Sprint, while not fully completing the required integration tests. The Development Team estimates that integration testing would require additional effort to make the increments shippable. The Development Team is unsure if the required velocity is achievable. What is the most effective way to recover?

- A. In the next Sprints, the Development Team strives to make the selected work as close to 'done' as possible and at the minimum 90% complete
- B. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.
- C. The Development Team informs Paul that the progress he has perceived to date is not correct
- D. The Increment is not releasable
- E. They give Paul their estimate of the effort it would take to get the previous work 'done', and suggest doing that work first before proceeding with new feature
- F. The team also re-estimates the effort to make the remaining Product Backlog items 'done', including all integration effort
- G. In the end, it is Paul's call to continue the project or to cancel.
- H. The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each member
- I. He/she will keep track of unused resources so that it does not impact the budget
- J. Unused budget can be allocated for additional Sprints if needed.
- K. The Scrum Master sets the open work aside to be performed in one or more release Sprint
- L. They remind Paul to find funding for enough Release Sprints in which this remaining work can be done
- M. Up to one release Sprint per three development Sprints may be required
- N. It is Paul's role to inform users and stakeholders of the impact on the release date.

**Answer:** B

#### Explanation:

Scrum is founded on empirical process control and asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk. At the end of every Sprint, an increment of 'done' work must be available in order to inspect and adapt accordingly.

#### NEW QUESTION 5

During the Sprint, the Development Team realizes they might not be able to finish all of the items in the Sprint Backlog. What should happen?

- A. Product Backlog items are either 'done' or 'not done.' This helps with transparency, reduces complexity and allows for improved empiricism.
- B. Continue Sprinting until the work is complete and redefine a new Sprint time-box based on the results of the current Sprint.
- C. The Sprint length holds and the Development Team continuously learns what is actually possible to do within the time-box.

**Answer:** C

#### NEW QUESTION 6

As a Scrum Master, you observe that the Product Owner is not collaborating with the Development Team effectively. What action would you take?

- A. Send the Product Owner to training.
- B. Nominate a proxy Product Owner.
- C. Act as the go-between.
- D. Coach the Product Owner.

**Answer:** D

#### Explanation:

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

#### NEW QUESTION 7

What would be good ways of creating Development Teams that would support the Scrum values?

- A. Project Managers will allocate individuals to specific teams.
- B. Bring all the developers or existing teams together and let them propose how to organize into the new structure and self-organize into Development Teams.
- C. The operations manager determines the new team structures and assignments.
- D. Direct managers personally re-assign current reports to new teams.

**Answer:** B

#### Explanation:

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

#### NEW QUESTION 8

Which two statements best describe a Sprint Goal? (Choose two.)

- A. Sprint Goals are defined when the completed work is reviewed at the end of a Sprint.
- B. Sprint Goals give the Development Teams flexibility and creativity on how to implement functionality during the Sprint.
- C. 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.
- D. Sprint Goals can change as new insights emerge during the Sprint.

**Answer:** BC

#### Explanation:

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.

#### NEW QUESTION 9

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

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

**Answer:** E

#### NEW QUESTION 10

Your company has notified the stakeholders that they will be delivering the first release of a new product within ten Sprints. On the seventh Sprint, the Scrum Team discovers that they will not be able to include all of the expected features within the first release. The Product Owner believes if they remove some items from the Definition of Done they will be able to accelerate the development process. The Development Team objects to this idea as it will lead to technical debt.

As a Scrum Master, what would be the best two ways to explain to the Product Owner the impact of technical debt? (Choose two.)

- A. As long as there is still technical debt in the current release, feature development for the next release cannot be started.
- B. The Product Owner must first agree to this impact before allowing changes to the Definition of Done.
- C. Reducing the Definition of Done will introduce unknown errors as development progresses and functionality is added.
- D. The system can become more difficult to stabilize as work progresses. Development for the actual release as well as future releases will be slowed down in unpredictable ways.
- E. Releasing the version upon a reduced Definition of Done creates false assumptions about the actual state of the system.
- F. This will create many interruptions during the development of the next release as fixes will need to be done to the previous release caused from a reduction of quality.
- G. The amount of technical debt will need to be analyzed in order to understand the impact on subsequent releases in order to allocate additional Sprints at the end of the project.

**Answer:** BC

**Explanation:**

The Definition of Done helps the Scrum Team have a shared understanding of what it means for work to be complete, to ensure transparency. The Definition of Done is used to assess when work is complete on the product Increment. It also ensures that the work that is done is in usable condition and meets the Development Teams quality standards for future sustainability.

**NEW QUESTION 10**

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 14**

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 18**

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 20**

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

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

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

**Answer: CD**

**Explanation:**

As a servant/leader, the Scrum Master facilitates conversations through open ended questions in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

**NEW QUESTION 22**

You have been hired as a Scrum Master for a company that has been doing business for over fifty years. In order to stay competitive, they have started an initiative to digitize their legacy systems. The company has several Scrum Teams working on different components that will be integrated to a single back office platform.

Your team is responsible for building the back office platform and integrating all other components. The Scrum Teams work in two week Sprints and are expected to deliver all functionality in six Sprints.

During development the requirement changes in the other components have been slowing down your team's progress. Because of these changes, your team has estimated that they will not be able to deliver all expected work within the original timeframe. The Scrum Teams working on the other components confirm that they

are still on track to meet the expected delivery date. The program manager in charge of the digitization initiative is upset and angry with your team. As a Scrum Master, what could you do to help the Product Owner?

- A. You suggest working with the program manager and the other teams on the ordering and the value of your team's open Product Backlog items to redefine the possible delivery date.
- B. You shorten your team's Sprints to be ready sooner.
- C. You remove all items from the Product Backlog for which development is forecasted to be beyond the expected date.
- D. These are likely to be low value anyhow.
- E. You suggest adding additional developers to the team in order to increase velocity and meet the original date.

**Answer:** A

**Explanation:**

The Scrum Master serves the Product Owner in several ways, including: Finding techniques for effective Product Backlog management; Helping the Scrum Team understand the need for clear and concise Product Backlog items; Understanding product planning in an empirical environment; Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value.

**NEW QUESTION 23**

Peter, the Product Owner, has been giving positive recognition to individual Development Team members who have moved their work to 'done' during the Daily Scrum. Peter wants to ensure the team is adhering to the ideal guideline on the burndown chart. What would be two valid actions for Steven, the Scrum Master, to take? (Choose two.)

- A. Steven talks with Peter about concerns of how his behavior might impact the team members and request that he stop attending for now.
- B. Steven coaches Peter on best practices for updating the burndown chart as it provides accurate information on how well the team is performing.
- C. Nothin
- D. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.
- E. Steven coaches the Scrum Team about the purpose of the Daily Scrum.

**Answer:** AD

**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.

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which aren't.

The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

**NEW QUESTION 28**

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 31**

In order to start the first Sprint, Scrum only requires a Product Owner with enough ideas, a Development Team to execute on those ideas, and a Scrum Master to guide the process.

- A. True

**Answer:** A

**Explanation:**

In complex domains, you are only able to know the outcomes in hindsight. Empiricism, from which Scrum was founded on, asserts that knowledge comes from experience and making decisions based on what is known. New knowledge will emerge as work is being done.

**NEW QUESTION 35**

Select the correct Scrum Team roles defined in Scrum.

- A. Development Team, Scrum Master, Product Owner
- B. Engineers, Business Analyst, Product Owner
- C. Stakeholders, Scrum Master, Project Manager, Product Owner
- D. Product Manager, Business Analyst, Development Team, Stakeholders

**Answer:** A

**Explanation:**

The Scrum Framework only recognizes these three roles although others may be needed to help the team build the most valuable product possible.

**NEW QUESTION 36**

What should a Development Team do if it realizes it has selected too much work after starting the Sprint?

- A. Modify the definition of "Done" to ensure all Product Backlog items can be done by the end of the Sprint.
- B. Work with the Product Owner to remove some work or Product Backlog items as soon as possible.
- C. Add additional team members to handle the extra work.



D. Continue working and update the Product Owner at the Sprint Review.

**Answer:** B

**Explanation:**

The Sprint Backlog is a living artifact that evolves and changes as more is learned or discovered.

**NEW QUESTION 38**

Which Scrum Value is impacted by trust?

- A. Respect
- B. Courage
- C. Commitment
- D. Openness
- E. Focus
- F. All of the above

**Answer:** F

**Explanation:**

Without trust, team members will have difficulties acting and behaving in the ways that reflect the Scrum values and how effective they apply empiricism.

**NEW QUESTION 42**

Which approach would you recommend to ensure that the Product Backlog items discussed at Sprint Planning are well understood, actionable, and easier to forecast?

- A. Having a separate group of business analysts and functional testers analyzing high-ordered Product Backlog items before Sprint Planning.
- B. Having the Product Owner work with stakeholders between the end of the last Sprint and before beginning the next to prepare the Product Backlog items so not to interrupt the Development Team.
- C. Having the business analysts in the Development Team create the upcoming Product Backlog items during a Sprint and adding them to the next Sprint's forecast.
- D. Having the Development Team use some time during each Sprint to help the Product Owner analyze, estimate, and design items at the top of the Product Backlog that is projected to be worked on in the upcoming Sprint.

**Answer:** D

**Explanation:**

Product Backlog refinement is the act of adding detail, estimates, and order to items in the Product Backlog. This is an ongoing process in which the Product Owner and the Development Team collaborate on the details of Product Backlog items. During Product Backlog refinement, items are reviewed and revised. The Scrum Team decides how and when refinement is done. Refinement usually consumes no more than 10% of the capacity of the Development Team. However, Product Backlog items can be updated at any time by the Product Owner or at the Product Owner's discretion.

**NEW QUESTION 43**

Over the course of several Sprints, the relationship between the Product Owner and the Development team has suffered. The Development Team is upset with the Product Owner for the constantly changing the upcoming items for the product. The Product Owner is upset with the Development Team for changing the work that needs to be done during the Sprint.

What should Steven, the Scrum Master, do?

- A. During the Sprint Retrospective, ask the Product Owner and the Development Team to address the issues. Have the Team discuss why the changes occur and what impact they have on the value of the product.
- B. The Scrum Master's responsibility is to ensure the Development Team has a stable velocity.
- C. Any changes that negatively impact the team's velocity will be rejected by the Scrum Master.
- D. Take the time between Sprints to organize a team building session to rebuild the relationship.
- E. Explain to the Development Team that the Product Owner is accountable for flow of value and needs to be followed in order to maximize the value delivered.

**Answer:** A

**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 45**

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 50**

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 54**

A high performing Scrum Team will have frequent Release Sprints.

- A. True
- B. False

**Answer:** B

**Explanation:**

There are no special Sprints. All Sprints are structured to produce potentially shippable product Increments.

**NEW QUESTION 58**

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.

- A. True
- B. False

**Answer:** A

**Explanation:**

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

**NEW QUESTION 62**

Three Development Teams are currently building a single product and pulling work from the same Product Backlog. All three teams have identified that they will need Dan, a database specialist, to work full time in their team for the next several Sprints.

What should Steven, the Scrum Master, do to solve this potential problem?

- A. Manage the items in the Sprint Backlogs so that Dan can be utilized evenly for each team.
- B. Assign Dan to the team with the most urgent tasks first and then move him to the next team and so on until the required support is completed.
- C. Facilitate a discussion with all Development Teams on how they want to deal with this issue, and help them implement their preferred solution.
- D. Ask Dan to work with the HR department to recruit and hire additional database specialist
- E. In the meantime, have the Product Owner move items that do not depend on Dan to the top of the Product Backlog.

**Answer:** C

**Explanation:**

As a servant/leader, the Scrum Master facilitates conversations through open ended QUESTION NO:s in order to help the team members make the best possible decisions according to what is known at the time. He/she does not approve or reject team decisions but ensures the team stays within the boundaries of the Scrum framework.

**NEW QUESTION 65**

How much time is allowed between the conclusion of the current Sprint and the start of the next Sprint?

- A. Maximum of one day for Sprints that are time-boxed to two weeks.
- B. Non
- C. A new Sprint starts immediately following the conclusion of the previous Sprint.
- D. Enough time for the last Increment to finish testing.
- E. Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.
- F. All of the above are allowed.

**Answer:** B

**NEW QUESTION 66**

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 68

In what two ways is velocity and technical debt related? (Choose two.)

- A. They are not related because technical debt is non-functional and velocity is calculated based on end user functionality.
- B. As the Development Team is working on new Product Backlog items, they may unexpectedly run into technical debt that will result the team's velocity dropping.
- C. A Development Team can artificially increase velocity by allowing technical debt to be incurred.
- D. Adding estimates to technical debt will allow the Development Team to maintain constant velocity therefore ensuring predictability.

**Answer:** BC

#### Explanation:

Technical debt is a natural occurrence when developing complex products. It is a concept in software development that reflects the implied cost of additional rework caused by choosing an easy solution now instead of using a better approach that would take longer. And how it is managed will depend on the team AND context of the situation.

#### NEW QUESTION 73

The Sprint length should be:

- A. Short enough to keep the business risk acceptable to the Product Owner.
- B. Short enough to be able to synchronize the development work with other business events.
- C. No more than one month.
- D. All of these answers are correct.

**Answer:** D

#### NEW QUESTION 74

During Sprint Planning, the Development Team was not able to confidently forecast a Sprint Backlog but the Scrum Team was able to create a Sprint Goal for upcoming Sprint. What action should the Scrum Master take?

- A. Postpone the Sprint in order for the Product Owner to refine the Product Backlog to the level needed.
- B. Extend the Sprint Planning time-box until the Development Team can forecast enough items to begin the Sprint.
- C. Forecast the most likely Product Backlog items to meet the goal and discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- D. Request assistance from the technical architect.

**Answer:** C

#### NEW QUESTION 75

Steven, a Scrum Master, has been hired by an organization that is new to Scrum. He has been invited to meet the IT and product management team to kick-off the project. During the meeting the Product Owner asks how many Sprints will be needed to address the entire architecture and infrastructure before working on the features for the new product.

What are the two best responses for Steven to explain how such work is handled in Scrum? (Choose two.)

- A. You explain that product management should not worry about technical solution
- B. You inform them that the developers will work with the IT department when needed and keep the Product Owner updated on additional time required for each Sprint
- C. The additional effort will be added to the top of the Sprint Backlog before Sprint Planning.
- D. You explain that it is more effective when architecture and infrastructure emerge alongside the development of business functionality
- E. The additional advantage is that business value is created more quickly and earlier.
- F. You confirm that architecture and infrastructure is needed before starting on business functionality but the estimated budget will be difficult to estimate
- G. You suggest that the first Sprint will be dedicated towards building the technical foundation in order to get an accurate estimation for any additional budget and time required.
- H. You coach the Product Owner and Development Team to add this work to Product Backlog to ensure transparency, have the Development Team estimate the work and do this in early Sprints while also creating some business functionality in the early Sprints.

**Answer:** BD

#### Explanation:

When working on complex problems in complex environments, it is difficult to fully predict all future needs and the best solutions will emerge as the work is being performed.

#### NEW QUESTION 77

When technical debt occurs, the system will become more unstable as development progresses and code is added resulting in future work being slowed down.

- A. True
- B. False

**Answer:** A

#### Explanation:

Technical debt is any shortcomings in the code. It is a natural by-product of software development (unavoidable) and can at best be managed. If neglected, it will compound and have a negative effect on the team's ability to deliver value. A team can have an artificially high velocity by taking shortcuts or introducing technical debt into the system. This can give a false assumption about the current state of the product. It can look good on the surface but underneath can be a mess.



#### NEW QUESTION 78

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

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

**Answer:** ABCD

#### Explanation:

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

#### NEW QUESTION 82

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

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

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

**Answer:** BC

#### Explanation:

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

#### NEW QUESTION 87

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

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

**Answer:** C

#### Explanation:

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

#### NEW QUESTION 92

What action should a Scrum Master take if the Development Team has decided that Retrospectives are no longer necessary?

- A. Start facilitating more productive and useful Retrospectives.
- B. Suggest reducing the frequency of the Retrospectives.
- C. Extend the Sprint time-box in order to fit the Retrospectives.
- D. Comply with the team's decision.

**Answer:** A

#### NEW QUESTION 97

How often should Development Team membership change?

- A. Frequently in order to share knowledge.
- B. As needed, while taking into account a short term reduction in productivity.
- C. Never, as it conflicts with the Scrum process.
- D. As needed, as long as it doesn't impact productivity.

**Answer:** B

#### Explanation:

It is not mandatory that the same team stay together, although it must be understood that any changes to the team will impact how they work together.

#### NEW QUESTION 98

Which role is responsible for engaging with stakeholders?

- A. The team lead
- B. The business analyst
- C. The project manager
- D. The Development Team

E. The Product Owner

**Answer:** E

**NEW QUESTION 101**

What is the most appropriate action for the Scrum Master to take if the Product Owner is having difficulties managing the Product Backlog?

- A. Have the Development Team order the work instead of the Product Owner.
- B. Have the Product Owner order the items based on size, having the Development Team work on the smallest items first.
- C. Offer the Product Owner help in understanding that the goal of ordering the Product Backlog is to maximize the flow of value.
- D. Delegate the work to the Assistant Product Owner.
- E. Delay the Sprint in order for the Product Owner to have enough time to prioritize the Product Backlog.

**Answer:** C

**Explanation:**

The Product Owner's primary concern is the flow of value reflected in the ordering of the Product Backlog.

**NEW QUESTION 106**

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