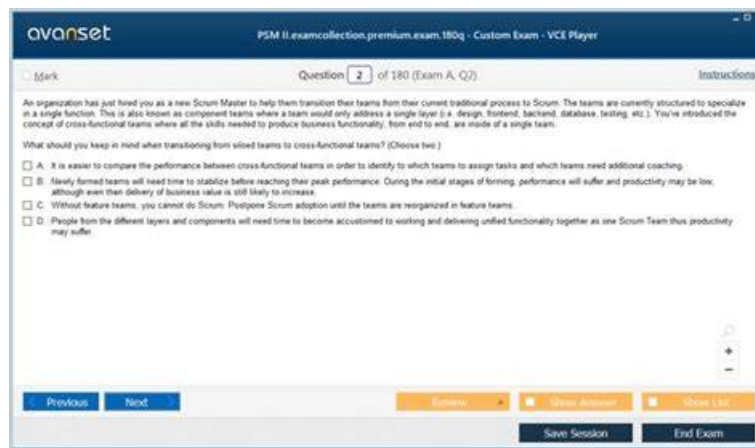


Scrum PSM-II Exam Preview, PSM-II Test Simulator Fee



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Scrum PSM-II Exam Syllabus Topics:

Section	Objectives
Scrum Theory and Principles	- Empiricism • 1. Transparency • 2. Adaptation • 3. Inspection - Scrum Values • 1. Focus • 2. Courage • 3. Openness • 4. Respect • 5. Commitment
Scrum Master Responsibilities	- Serving the Scrum Team • 1. Facilitating Scrum Events • 2. Coaching Developers • 3. Supporting Product Owners - Servant Leadership • 1. Enabling Self-Management • 2. Continuous Improvement • 3. Removing Impediments

Developing People and Teams	- Facilitation Skills • 1. Decision-Making Support • 2. Workshop Facilitation - Team Dynamics • 1. Collaboration Techniques • 2. Team Coaching • 3. Conflict Resolution
Managing Products with Agility	- Product Backlog Management • 1. Value Optimization • 2. Ordering and Refinement - Stakeholder Collaboration • 1. Feedback Loops • 2. Expectation Management
Supporting Organizational Change	- Agile Transformation • 1. Organizational Impediments • 2. Change Management - Scaling Scrum • 1. Organizational Agility • 2. Multi-Team Collaboration

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Scrum Professional Scrum Master level II (PSM II) Sample Questions (Q188-Q193):

NEW QUESTION # 188

During a Sprint Review, the Product Owner determines that she is going to release the current Increment to production. The stakeholders ask to stop the Sprint to react more quickly to the user feedback that is expected after this release. The Product Owner prefers to continue the Sprint to make progress with the next release.

You facilitate a discussion on how to proceed.

What are two acceptable results of this discussion?

(choose the best two answers)

- A. Continue sprinting but allow customer feedback to change the Sprint Goal within the Sprint.
- B. Continue sprinting and include the customer feedback in the Product Backlog.
- C. Continue sprinting but shorten the Sprint length to allow for shorter feedback loops.
- D. Stop sprinting and let the Developers work on new customer requests as they arise.

Answer: B,C

Explanation:

Explanation

The Sprint Review is an event that inspects the outcome of the Sprint and determines future adaptations. The Product Owner has the

authority to release the Increment to production at any time, but this does not mean that the Sprint has to be stopped or changed. The stakeholders can provide feedback and suggestions for the product, but they cannot interfere with the Sprint Goal or the Sprint Backlog within the Sprint. The Scrum Team can decide to:

Continue sprinting but shorten the Sprint length to allow for shorter feedback loops (A), which is a valid option if the Scrum Team agrees that this will improve their agility and value delivery. However, this should not be done frequently or arbitrarily, as it may disrupt the rhythm and focus of the team.

Continue sprinting and include the customer feedback in the Product Backlog, which is the most appropriate option as it respects the empirical nature of Scrum and allows the Product Owner to prioritize and order the Product Backlog based on new insights and stakeholder needs.

References: : [Scrum Guide], The Sprint Review : [Scrum Guide], The Product Owner : [Scrum Guide], The Sprint : [Scrum Guide], The Product Backlog

NEW QUESTION # 189

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?

- A. Ensuring work is completed within scope and time.
- B. Writing User Stories.
- **C. Interacting with stakeholders and ensuring that the most valuable functionality is always produced first.**
- D. Describing features as Use Cases.

Answer: C

NEW QUESTION # 190

Scrum Master is a management position because the Scrum Master is accountable for the following three management activities: (choose the best three answers)

- A. Reporting on the performance of a team.
- **B. Removing organizational impediments that limit the team's progress and productivity.**
- C. Managing the capacity and utilization of the Developers.
- **D. Managing the Scrum process.**
- E. Managing the project plan and the project deliverables.
- **F. The way Scrum is understood and enacted within the organization.**

Answer: B,D,F

Explanation:

Explanation

A Scrum Master is not a management position in the traditional sense of the word. A Scrum Master does not have authority over the team members, the product, or the project. A Scrum Master is a servant leader who helps the team self-organize, collaborate, and deliver value. A Scrum Master is accountable for managing the Scrum process, ensuring that the team follows the Scrum values and principles, and facilitating the team's interactions with stakeholders and the organization. A Scrum Master is also accountable for removing organizational impediments that limit the team's progress and productivity, such as bureaucracy, silos, or conflicts. A Scrum Master is not accountable for reporting on the performance of a team, managing the project plan and the project deliverables, or managing the capacity and utilization of the Developers. These are responsibilities of the Product Owner, the Developers, or other roles in the organization.

References:

Scrum Guide 2020, section "The Scrum Master", "The Scrum Team".

What is a scrum master? [+ Responsibilities] | Atlassian, section "Scrum master responsibilities".

Scrum Master Roles and Responsibilities [2023] | Simplilearn, section "What Does a Scrum Master Do?", "Scrum Master Responsibilities".

NEW QUESTION # 191

If there are multiple Scrum Teams working on the same product, all of the Scrum Teams must mutually define a Definition of Ready (DoR). The DoR is a checklist that the Product Owner must fulfill before a Product Backlog item can be presented at the Sprint Planning. This protects the Development Team from interruptions and disruptions during the Sprint.

- A. False
- B. True

Answer: A

Explanation:

Product Backlog items should be clear enough and have enough information for the Product Owner and Development to understand the work that needs to be done and to create a forecast of Product Backlog items to implement the Sprint Goal. Nothing stops the flow of Sprints, for example, we do not delay the Sprint because the items are not ready. In such cases, the "unready" items would be selected for the Sprint anyway and refined during the Sprint.

In the case that the Product Backlog items are not clear enough, the Development Team forecasts the most likely Product Backlog items to meet the goal and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint. At the end of the Sprint, the Scrum Team can discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.

NEW QUESTION # 192

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.)

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

Answer: A,B,C

Explanation:

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.

NEW QUESTION # 193

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