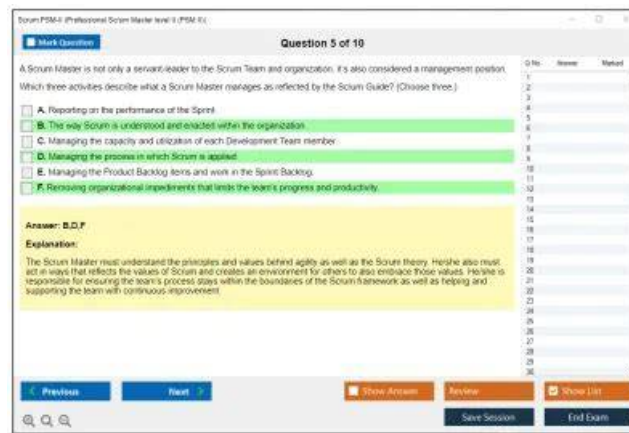


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Scrum Professional Scrum Master level II (PSM II) Sample Questions (Q21-Q26):

NEW QUESTION # 21

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. False
- B. True

Answer: B

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 # 22

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)

- A. Prepare the Sprint Backlogs each day for the teams so Phil can spend some time in each team.
- B. 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.
- C. Allocate Phil to one team per Sprint, so that over four Sprints every team will have had the support it requires.
- **D. As needed, consult with the Developers on how they want to manage this problem and help them implement their preferred solution.**

Answer: D

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.

NEW QUESTION # 23

During the implementation of an item in the Sprint Backlog, a conflict arises between team members about what work is needed to make the item 'done'. Some say it is a part of the Definition of Done and others say it isn't. Steven, the Scrum Master, observes a debate forming and members beginning to take sides.

What is the best action for Steven to take?

- A. Immediately end the discussion before it becomes worse. Make the decision on what work is needed to make the item 'done' and teach the team about the importance of avoiding conflicts.
- **B. Facilitate a session with all members on the Scrum Team to help them resolve the conflict, refine the Definition of Done, and become effective again. Tell the team that conflicts are a natural occurrence and coach them on the value of resolving conflicts.**
- C. Bring the Product Owner to the discussion and have him/her decide the work needed to make the item 'done.' It is the Product Owner's responsibility to manage the Development Team members.
- D. Bring the Development Team members together and interpret the Definition of Done for them so that there are no future conflicts on interpretation.

Answer: B

Explanation:

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 are not. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

NEW QUESTION # 24

Which statement is FALSE in regards to the Sprint Goal?

- **A. It is only a forecast and changes during the Sprint as more is learned.**
- B. The Scrum Team discusses openly about alternative ways to reach it.
- C. The Development Team commits to it.
- D. The Product Owner respects the Development Team's opinion on whether they can achieve it.
- E. If it doesn't seem achievable, the Development Team has the courage to tell the Product Owner.
- F. It helps increase focus.

Answer: A

Explanation:

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.

NEW QUESTION # 25

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)

- **A. 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.**
- B. You do not intervene. The Developers own the Daily Scrum, so they should deal with any issues with attendance.
- 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: A

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 work. 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 them. The Daily Scrum improves communications, identifies impediments, promotes quick decision-making, and consequently eliminates the need for other meetings. 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 hours. 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.

NEW QUESTION # 26

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