

PSM-II^{Q&As}

Professional Scrum Master level II (PSM II)

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QUESTION 1

At the Sprint Planning, the Development Team is not able to forecast the number of Product Backlog items it can do in the upcoming Sprint due to unclear requirements. The Product Owner, however, was able to clearly define the business objective he hopes to achieve in the Sprint.

Which of the following two actions would you support? (Choose two.)

- A. The Development Team forecasts the most likely Product Backlog items to meet the business objective and create a Sprint Backlog based on a likely initial design and plan. Once the time-box for the Sprint Planning meeting is over, they start implementation and continue to analyze, decompose, and create additional functionality during the Sprint.
- B. If all agree they can extend the Sprint Planning until the Development Team can forecast enough Product Backlog items before starting the implementation.
- C. Allow the Development Team members as much time as needed to review the Product Backlog items and reconvene with the Product Owner when they are confident enough to make a forecast for the Sprint.
- D. They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to occur again.

Correct Answer: AD

All events are time-boxed events, such that every event has a maximum duration. The Development Team modifies the Sprint Backlog throughout the Sprint, and the Sprint Backlog emerges during the Sprint. This emergence occurs as the Development Team works through the plan and learns more about the work needed to achieve the Sprint Goal.

QUESTION 2

The Scrum Master is responsible for the process in which Scrum is adopted and enacted.

- A. True
- B. False

Correct Answer: A

QUESTION 3

Paul, a Product Owner of one of the Scrum Teams, has been attending the Daily Scrum. During the Daily Scrum, the Development Team members have been reporting their daily work to Paul so that he is aware of their Sprint progress and what each member is working on.

What is the best action for the Scrum Master to take?

- A. Ask Paul to stop attending the Daily Scrum.
- B. Coach Paul and Development Team members on the purpose of the Scrum events and let them figure out what to do in this situation.
- C. Allow the Paul to participate in the Daily Scrum as he is responsible for the success of the product.

D. Facilitate the Daily Scrums to avoid any conflicts between the Development Team members and Paul.

Correct Answer: B

Because the Development Team is the ones doing the work, they are best suited to inspect and adapt the progress toward the Sprint Goal. At minimum, this is done every 24 hours through the Daily Scrum. It is the Scrum Master's responsibility to teach the Scrum Team the value and objective of each Scrum event in order for them to optimize the benefits of each event. Because the Daily Scrum is owned by the Development Team, it is up to them on how they should run it but the Scrum Master can provide guidance to ensure it adheres to the Scrum guidelines.

QUESTION 4

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

Correct Answer: BCD

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.

QUESTION 5

Which of the following is required in Scrum?

- A. Sprint Retrospective

- B. All Development Team members answering the three questions at the Daily Scrum
- C. Sprint Burndown Chart
- D. User Stories
- E. All of the above

Correct Answer: A

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