

# PSM-II<sup>Q&As</sup>

Professional Scrum Master level II (PSM II)

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### QUESTION 1

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
- B. False

Correct Answer: A

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.

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### QUESTION 2

What would be the main benefits of self-organization?

- A. Increased rule compliance, self-accountability, commitment.
- B. Increased rule compliance, self-accountability, output.
- C. Increased capacity, accuracy of estimates, output.
- D. Increased creativity, self-accountability, commitment.

Correct Answer: D

Self-organized teams allow teams to creatively solve difficult problems, be accountable for the work they do, and commit to each other and the goals of the team.

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### QUESTION 3

When does a new Sprint begin?

- A. Immediately after the next Sprint Planning.
- B. Immediately after the end of the previous Sprint.
- C. It depends on the Product Owner.
- D. Every Monday.

Correct Answer: B

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### QUESTION 4

The three pillars of empirical process control consist of:

- A. Planning, Inspection, Adaptation
- B. Inspection, Transparency, Adaptation
- C. Planning, Demonstration, Retrospective
- D. Respect For People, Kaizen, Eliminating Waste

Correct Answer: B

These three pillars uphold every implementation of the empirical process control. Without them, Scrum cannot be implemented as intended.

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#### QUESTION 5

What could be a reason for a Product Owner to delay the start of a new Sprint after the conclusion of the previous Sprint?

- A. The QA team has not finished testing the previous Increment before declaring it ready to ship.
- B. The stakeholders were disappointed with the Increment produced in the previous Sprint.
- C. There is no acceptable reason. A new Sprint starts immediately after the conclusion of the previous Sprint.
- D. The Product Owner needs additional time to identify the next initiatives.
- E. There's not enough work in the Product Backlog to work on in the upcoming Sprint.

Correct Answer: C

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#### QUESTION 6

What Development Team structure is best suited to produce integrated increments?

- A. Every Development Team has the abilities to develop functionality from beginning to end throughout all technical layers.
- B. Each Development Team specializes in one technical layer of the system (e.g. GUI, database, middle tier, interfaces).

Correct Answer: A

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#### QUESTION 7

A time-box is:

- A. An event that starts at a specific time.
- B. An event with a minimum set time.
- C. An event that cannot take more than a maximum amount of time.

D. An event that must happen by a specific time.

Correct Answer: C

All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process.

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#### QUESTION 8

The purpose of a Sprint is to produce a potentially releasable product Increment.

- A. True
- B. False

Correct Answer: A

Sprints promote iterative and incremental development.

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#### QUESTION 9

Which of the following actions is appropriate for a Scrum Master at the Daily Scrum?

- A. Making sure each member has an opportunity to answer all three questions.
- B. Leading the Daily Scrum.
- C. Teaching the Development Team to keep the Daily Scrum time-boxed to 15 minutes or less.
- D. Updating the Scrum board.
- E. All of the above.

Correct Answer: C

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#### QUESTION 10

An organization has just hired you as a new Scrum Master to help them transition their teams from their current traditional process to Scrum. The teams are currently structured to specialize in a single function. This is also known as component teams where a team would only address a single layer (i.e. design, frontend, backend, database, testing, etc.). You've introduced the concept of cross-functional teams where all the skills needed to produce business functionality, from end to end, are inside of a single team.

What should you keep in mind when transitioning from siloed teams to cross-functional teams? (Choose two.)

- A. It is easier to compare the performance between cross-functional teams in order to identify to which teams to assign tasks and which teams need additional coaching.
- B. Newly formed teams will need time to stabilize before reaching their peak performance. During the initial stages of forming, performance will suffer and productivity may be low, although even then delivery of business value is still likely

to increase.

C. Without feature teams, you cannot do Scrum. Postpone Scrum adoption until the teams are reorganized in feature teams.

D. People from the different layers and components will need time to become accustomed to working and delivering unified functionality together as one Scrum Team thus productivity may suffer.

Correct Answer: BD

Forming a team takes time, and members often go through recognizable stages as they change from being a collection of strangers to a united group with common goals. Bruce Tuckman's Forming, Storming, Norming, and Performing model describes these stages. When you understand it, you can help your new team become effective more quickly.

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### QUESTION 11

A key measure of success for the Product Owner is velocity.

A. True

B. False

Correct Answer: B

Velocity only measures the team's average speed and does not reflect how much value is being delivered to the customers. Even when it's considered inside the project, while it's important, it's not the key measure of success. The Product Owner should be focused on how much value is delivered to the customers.

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### QUESTION 12

How much work must a Development Team do to a Product Backlog item it selects for a Sprint?

A. An equal amount of time on analysis, design, programming, testing and documentation.

B. As much as it has informed the Product Owner will be done for every Product Backlog item it selects in conformance with the definition of "Done".

C. All development work and at least some testing.

D. As much as it can fit into the Sprint. Any remaining work will be moved to a subsequent Sprint.

Correct Answer: B

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### QUESTION 13

What would be the best two ways to identify that a Development Team is self-organizing? (Choose two.)

A. Management is able to know which members are working on which items.

B. Creativity thrives and new possibilities are explored.

C. The Development Team members are cross-functional and knows what it needs to do to deliver the all tasks committed to the Sprint Planning.

D. The Development Team is able to resolve internal conflicts between members in order to continue working.

Correct Answer: BD

In self-organized teams creativity thrives, conflicts can be resolved, and new possibilities are explored.

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#### QUESTION 14

Which statement best describes Scrum?

A. A clearly defined methodology that defines the software development process.

B. A manual for defining best practices for software development.

C. A clearly defined and predictable process that follows the principles of Computer Science.

D. A framework to address complex products in complex environments.

Correct Answer: D

Frameworks allow those closest to the problem the flexibility to creatively and productively deliver products of the highest possible value. Each component of Scrum serves a specific purpose and is essential to Scrum's success and your usage of Scrum to develop complex projects.

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#### QUESTION 15

Steven is a Scrum Master on a new Scrum Team.

What would be the best way for him to determine if the Product Owner is interacting enough with the Development Team during a Sprint?

A. Check whether the Product Owner is actively engaged at the Daily Scrums.

B. Check whether the Increment presented at the Sprint Review meets the Product Owner's expectations.

C. See whether the Product Owner has provided enough information at the Sprint Planning to make his/ her presence optional during the Sprint. The level of autonomy within Development Team can be the result of having the right presence from the Product Owner.

D. The Product Owner must always be present with the Development Team. Unavailability of the Product Owner is prohibited in Scrum.

Correct Answer: C

Outcomes of the Scrum Team are affected by the Product Owner's participation and availability. During a Sprint he/she is responsible for answering questions from the Development Team about items in the current Sprint and optimizing the value of the work the Development Team does.

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