

## Scrum.PSM-II.v2023-10-03.q76

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### NEW 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.

**Answer: A,D (LEAVE A REPLY)**

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.

### NEW QUESTION: 2

A Scrum Team has been working on a product for several iterations and has an average velocity of 55 units of 'done' work per Sprint. A second team will be added to work on the same product.

What might be the impact on the original team?

- A. Their velocity is likely not affected and will remain at 55.
- B. Their velocity is likely to drop and be less than 55.
- C. Their velocity is likely to rise and be more than 55.

**Answer: (SHOW ANSWER)**

Similar to membership changes within a single Scrum Team, adding or removing additional Scrum Teams working on the same product will impact productivity in the short term.

Adding additional teams 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.

### **NEW QUESTION: 3**

If burndown charts are used to visualize progress, what does a trendline through a release burndown chart indicate?

- A. When all work will be completed so the Scrum Team can start work on a new Product Backlog.
- B. When the work remaining is projected to be completed if nothing changes on the Product Backlog or Development Team.
- C. When the project will be over if the Product Owner removes work that is equal in effort to any new work that is added.
- D. The evolution of the return of investment on the project.

The trendline is based on the team's average velocity and the projective completion to zero is based on the team's velocity. The burndown chart is a helpful tool for Development Teams to self-manage BUT it is not mandatory as the teams will decide the best way to manage their own progress and promote transparency.

**Answer: B (LEAVE A REPLY)**

### **NEW QUESTION: 4**

What action can the Scrum Master take to ensure communication between the Development Team and Product Owner is effective?

- A. Ensure all communication goes through the Scrum Master first.
- B. Teach the Product Owner to talk in terms of technology and technical requirements.
- C. Observe the communications between them and facilitate discussions if needed or by request.
- D. Translate the technologies used by the Development Team in order for the Product Owner to make decisions.

**Answer: C (LEAVE A REPLY)**

One of the primary responsibilities of a Scrum Master is the ability to facilitate regardless of the context or setting.

### **NEW QUESTION: 5**

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 (LEAVE A REPLY)**

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: 6**

Steven is a Scrum Master of a Development Team that has members working in different cities and time zones. Organizing the Scrum events is time consuming and requires a lot of effort to set up and run. The Development Team proposes to only hold the Daily Scrum on Mondays.

Which two responses would be most appropriate from Steven? (Choose two.)

- A. Coach the team on why having a Daily Scrum every day is an important opportunity to update the Sprint plan and how it helps the team self-organize work toward achieving the Sprint Goal.
- B. Ensure that there is an overall consensus by having the Development Team members vote.
- C. Help the Development Team understand that lowering the frequency of communication will only increase the feeling of disconnect between the team members.
- D. Acknowledge and support their decision.

**Answer: (SHOW ANSWER)**

The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

### **NEW QUESTION: 7**

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

- A. True
- B. False

**Answer: A (LEAVE A REPLY)**

The Product Owner is also known as the value maximizer. He is responsible for maximizing the value of the work that the Development Team does. This is done through the ordering of the Product Backlog.

**NEW QUESTION: 8**

Who should be present to review and adjust the selected Sprint work if the Development Team determines that it will not be able to finish the complete forecast?

- A. The Product Owner and the Development Team.
- B. The stakeholders and Scrum Master.
- C. The Development Team and Project Manager.
- D. The Scrum Master, the Business Analyst and the Development Team.

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 9**

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

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

**Answer: E ([LEAVE A REPLY](#))**

**NEW QUESTION: 10**

Steven is a Scrum Master for three Scrum Teams building the same product and working from the same Product Backlog. Management wants to standardize how velocity is calculated across all three teams in order to identify which teams are high performing and which teams need more support.

What would be the best two responses Steven could provide to management? (Choose two.)

- A. There is no direct relationship between velocity and value.
- B. Standardizing velocity across teams is a good way to understand which teams are producing the most value.
- C. Providing incentives based on velocity can increase the Scrum Team's motivation to produce more value.
- D. Velocity is the amount of business functionality that a Scrum Team creates in a Sprint. It is unique to that team and used as an input to Sprint Planning.

**Answer: ([SHOW ANSWER](#))**

Working software is the primary measure of progress. Scrum is based on empirical process control theory where delivering working software frequently and measuring the impact helps the Product Owner maximize opportunity for the business to deliver value.

### NEW QUESTION: 11

Several Sprints into a project, a client is complaining to the Product Owner about the poor performance of the product.

As a Scrum Master, how can you help the Product Owner?

- A. Note the issue for the next Sprint Retrospective.
- B. Coach the Product Owner on effective ways to communicate this concern to the Development Team and encourage the Product Owner to add the performance issue to the Product Backlog.
- C. Notify the team responsible for system performance.
- D. Tell the Product Owner performance is defined by the Development Team.

**Answer:** ([SHOW ANSWER](#))

### NEW QUESTION: 12

Who is responsible for ensuring the Product Backlog items are understood to the level needed?

- A. The Business Analyst.
- B. The Scrum Master.
- C. The Development Team.
- D. The Product Owner.

**Answer:** ([SHOW ANSWER](#))

The Product Owner is accountable for managing the Product Backlog.

### NEW QUESTION: 13

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

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

**Answer:** D ([LEAVE A REPLY](#))

### NEW QUESTION: 14

In Scrum, how would budgeting and financial forecasting be performed? (Choose two.)

- A. Frequently inspect the outcomes of the delivered Sprint Increments to understand how much value is being produced per investment spent.
- B. A single release may be funded with several Sprints where every Sprint is producing shippable increments.
- C. Budgeting is not necessary as the only funding necessary is the operational costs of the Scrum Teams.
- D. Fixed budgets are not allowed in Scrum.

**Answer: A,B (LEAVE A REPLY)**

The cost of developing, delivering, and sustaining products can impact how the flow of value is managed throughout the life of a product. Each Sprint is an opportunity to inspect the investment (financial, time, effort, etc.) against the returned value (customer satisfaction, revenue, etc.) of the work that has been delivered. The team can then decide on what it should do next to maximize the value of the investment.

**NEW QUESTION: 15**

A Development Team, that has remote team members, typically spends time before the Daily Scrum to setup the meeting rooms and conference calling equipment and tools in order to have their Daily Scrum.

How should the Scrum Master handle this situation?

- A. Allow the Development Team to self-manage and decide for itself what to do.
- B. Setup the meeting and tell the Development Team that is how it will be done.
- C. Ask the Development Team members to alternate who is responsible for meeting setup.
- D. Inform management and ask them to solve it.

**Answer: A (LEAVE A REPLY)**

As a self-organized team, they will decide for themselves how to best manage communication between team members. The Scrum Master will only take action if requested OR if he/she observes that there is a potential problem.

**NEW QUESTION: 16**

Which role is responsible for engaging with stakeholders?

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

**Answer: B (LEAVE A REPLY)**

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**NEW QUESTION: 17**

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 (LEAVE A REPLY)**

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: 18**

Stakeholders are only allowed to meet with the Scrum Team at Sprint Review.

**A.** True

**B.** False

**Answer: B (LEAVE A REPLY)**

Getting feedback from Stakeholders is a crucial activity in Scrum. Working with stakeholders frequently ensures the team to focus on the right things to build. Although it is required to have Stakeholders at Sprint Review, they can also engage with the Scrum Team during Product Backlog Refinement, Sprint Planning or during the Sprint if the Scrum Team requires it.

### **NEW QUESTION: 19**

At the end of the eighth Sprint, the internal sponsors are upset and angry with the progress of the product being built. The current state of the product is not as expected and will require additional Sprints and more budget than originally anticipated at the start of the project.

What factors may have led to this? (Choose three.)

**A.** The Product Owner has not been engaging with sponsors frequently enough and has not been kept aware of the overall progress of the project.

- B.** The sponsors haven't been using the Sprint Reviews to actively engage, and inspect and evaluate progress.
- C.** The scope changes have not been tracked adequately and the change request process has not been followed properly.
- D.** The stakeholders have not been using the Daily Scrum effectively to track the Development Team's progress.
- E.** The Scrum Master has not ensured transparency.
- F.** The project plan proposed to the sponsors at the start of the project followed stringently.

**Answer: (SHOW ANSWER)**

Explanation/Reference:

Explanation:

One of the principles of agility includes working closely with business people. In order to manage stakeholder expectation, there must be open communication (through collaboration and transparency) throughout the project cycle. This maximizes alignment, helps with making business decisions, and reduces risk.

Although, the Scrum Guide does not directly state that the Scrum Master is responsible for ensuring transparency it is implicit. The Scrum Master is responsible for the process in which Scrum is adopted and enacted. Scrum is founded on empiricism and the Scrum Master helps those inside and outside the team work in an empirical environment which includes transparency (one of the three pillars of empiricism).

### **NEW QUESTION: 20**

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.** True
- B.** False

**Answer: (SHOW ANSWER)**

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: 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. True
- B. False

**Answer: A (LEAVE A REPLY)**

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**

A PO (Product Owner) is essentially the same thing as a traditional PM (Project Manager).

- A. False
- B. True

**Answer: A (LEAVE A REPLY)**

#### **NEW QUESTION: 23**

A Scrum Team has requested a hardening Sprint to integrate the work produced in previous Sprints and test before releasing.

What three scenarios has likely occurred? (Choose three.)

- A. The team's Definition of Done is not being adhered to during every Sprint.
- B. The team's Definition of Done is weak or incomplete causing a build up of technical debt.
- C. The Development Team is having difficulties with the ability to regularly release during a Sprint.
- D. Hardening Sprints are supported by the Scrum framework so this is acceptable.
- E. Scrum has been customized in a suitable manner to make the previous work releasable.

**Answer: (SHOW ANSWER)**

At the end of a Sprint, the new Increment must be 'Done', which means it must be in useable condition and meet the Scrum Team's Definition of Done.

#### **NEW QUESTION: 24**

Who must ensure that the work done for a Product Backlog item conforms to the Definition of "Done?"

- A. The test team.

- B. The Scrum Team.
- C. The Scrum Master.
- D. The Product Owner.
- E. The Development Team.

**Answer: E (LEAVE A REPLY)**

Explanation/Reference:

Explanation:

The Development Team owns the Definition of "Done" and is accountable for the quality of the Product Backlog items.

#### **NEW QUESTION: 25**

As a Scrum Master, what would you strive for if five new Scrum Teams were to work on one product?

- A. There should be five Product Owners, one for each Scrum Team.
- B. The product has one Product Backlog and one Product Owner.
- C. There should be five Product Backlogs and one Product Owner to manage them.
- D. There should be five Product Backlogs and five Product Owners.

**Answer: B (LEAVE A REPLY)**

For a single product there is one Product Backlog. For a single Product Backlog there is one Product Owner.

#### **NEW QUESTION: 26**

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 (LEAVE A REPLY)**

Explanation/Reference:

Explanation:

The Development Team is self-organized, thus manages and decides how to manage their own progress.

#### **NEW QUESTION: 27**

Which is the best description of a Product Owner?

- A. Value optimizer.
- B. Requirements developer.
- C. Go-between between development team and stakeholders.
- D. Team leader.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 28**

Scrum is based on which of the following?

- A. Defined process.
- B. Complex process.
- C. Empiricism.
- D. Hybrid model

**Answer: C (LEAVE A REPLY)**

Scrum addresses complex problems in complex environments and asserts that knowledge comes from experience and making decisions based on what is known. What is known can only be discovered in hindsight.

**NEW QUESTION: 29**

Collaboration issues and technical dependencies between multiple Scrum Teams working on the same product can be fully resolved by using the correct version control tools.

- A. True
- B. False

**Answer: B (LEAVE A REPLY)**

When working on complex problems in complex environments, it cannot be guaranteed that applying a specific process or tool will fix the problem. Although, process and tools are important it's more important that people collaborate and try to find different solutions together and not rely solely on a tool to fix the problem.

**NEW QUESTION: 30**

Steven is a Scrum Master that was hired to help an organization, that is new to Scrum, understand and enact Scrum effectively.

Which three activities would be acceptable? (Choose three.)

- A. Require all teams in the organization to start using Scrum as soon as possible.
- B. Arrange 1:1 coaching sessions to discuss any identified concerns Steven may have.
- C. Schedule formal trainings.
- D. Penalize any Scrum Team members who are not staying within the Scrum Framework.
- E. Educate stakeholders and clients about Scrum.
- F. Extend Retrospectives to include formal training.

**Answer: B,C,E (LEAVE A REPLY)**

The Scrum Master serves the organization in several ways, including: Leading and coaching the organization in its Scrum adoption; Planning Scrum implementations within the organization; Helping employees and stakeholders understand and enact Scrum and empirical product development.

**NEW QUESTION: 31**

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 (LEAVE A REPLY)**

Explanation

Explanation:

The Development Team is self-organized, thus manages and decides how to manage their own progress.

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#### **NEW QUESTION: 32**

What factors are best considered when defining the Sprint length?

- A. Having consistent Sprint length across all Scrum Teams.
- B. How often team membership changes and the size of the Development Team.
- C. The level of expertise over the technology to be used, ability to release an Increment to the end users, and the risk of being disconnected from the stakeholders.

**Answer: C (LEAVE A REPLY)**

#### **NEW QUESTION: 33**

Peter is a new Product Owner on a newly formed Scrum Team. Peter has projected a product completion date based on an estimated velocity of 21 completed points per Sprint. After the first 3 Sprints, the team has determined that their maximum velocity is 15 points and they are unable to create shippable increments at the end of each Sprint.

What is the best way to proceed?

- A. Inform Peter that the projected completion date is not correct. The Development team would estimate the remaining work to produce a shippable Increment and suggest making it "Done" before working on new features. Based on empirical data, Peter can adjust the completion date and decide how to continue.
- B. The Scrum Master would coach the team on improving their estimations and commitment to completing the Sprint Backlog.
- C. The Sprints have failed to produce shippable Increments there for opportunities to inspect and adapt is lost. The Scrum Master would encourage the organization to add more team members in order to increase the team's capacity.

D. Extend the Sprint in order to complete the Sprint Backlog items.

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 34**

Steven is a Scrum Master employed by the engineering department. The Director of Engineering considers using Scrum for a new project but wonders about the value of having all of the Development Team members attend the Daily Scrum. He is concerned that the employees already attend a lot of mandatory company meetings.

What are two outcomes of the Daily Scrum that Steven should explain on why the Daily Scrum is important?

(Choose two.)

**A.** During the Daily Scrum the members of the Development Team will inform of problems that are hindering their progress, and for which they have no means to resolve. They will inform Steven as a Scrum Master, so he can remove the impediments and help the team be more productive.

**B.** Through the short, daily alignment of the Daily Scrum the members of the Development Team grow and improve a shared understanding of the most important work to be undertaken in the next 24 hours to achieve the best possible progress toward the Sprint Goal. This daily opportunity to inspect and adapt will enable the Development Team to best tackle any unforeseen circumstances that might otherwise disrupt the team's progress.

**C.** The Development Team members will produce a daily status report indicating how much time was spent working on individual tasks since the last Daily Scrum. The reports will help in discussing how the Sprint went at the Sprint Review meeting. It will provide detailed insights into the accuracy of estimates versus actual time spent, which can be used to create better estimates at the next Sprint Planning.

**D.** The Daily Scrum serves for the Development Team to report to Steven, as a Scrum Master, all updates on the assigned tasks in the Sprint Backlog. He can then use the team's updates to plan their work for the next day, making sure that every team member is assigned the right tasks.

**E.** During the Daily Scrum, the Development Team needs to update the Scrum board with their current status and progress, at a task level. This is crucial to ensure that the Directory of Engineering knows the team's actual progress and control the work being done.

**Answer: A,B (LEAVE A REPLY)**

The Development Team uses the Daily Scrum to inspect progress toward the Sprint Goal and to inspect how progress is trending toward completing the work in the Sprint Backlog. The Daily Scrum optimizes the probability that the Development Team will meet the Sprint Goal. Every day, the Development Team should understand how it intends to work together as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment by the end of the Sprint.

**NEW QUESTION: 35**

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.** Nothing. Steven is optional at the Daily Scrum and it is the responsibility of the team to decide how to best run it.
- D.** Steven coaches the Scrum Team about the purpose of the Daily Scrum.

**Answer: (SHOW ANSWER)**

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: 36**

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.

**Answer: (SHOW ANSWER)**

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.

**NEW QUESTION: 37**

Steven, the Scrum Master, observes that one of the Development Team members is not attending the Daily Scrum. The Development Team feels this is ok as they all sit in the same area and already have constant communication throughout the day.

Which is the best action for Steven to take?

- A.** Start running the Daily Scrum and require all members to be in attendance.

**B.** Talk to the Development Team member privately and tell him that he needs to be a team player.

**C.** Ask the Development Team, what value will result from having all team members present at the Daily Scrum and what are the risks if members don't attend.

**D.** The Daily Scrum is owned by the Development Team and it is their responsibility to decide which team members must participate.

**Answer: C (LEAVE A REPLY)**

The Scrum Master is responsible for ensuring that the Scrum Team understands the purpose and value of the Scrum events. Because the Daily Scrum is owned by the Development Team, it will decide how best to run the event. And if needed the Scrum Master will coach the team to ensure the decisions stay within the boundaries of the Scrum framework.

### **NEW QUESTION: 38**

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% completed. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.

**B.** The Development Team informs Paul that the progress he has perceived to date is not correct. The Increment is not releasable. 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 features. The team also re-estimates the effort to make the remaining Product Backlog items 'done', including all integration effort. In the end, it is Paul's call to continue the project or to cancel.

**C.** The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each member. He/she will keep track of unused resources so that it does not impact the budget. Unused budget can be allocated for additional Sprints if needed.

**D.** The Scrum Master sets the open work aside to be performed in one or more release Sprints. They remind Paul to find funding for enough Release Sprints in which this remaining work can be done. Up to one release Sprint per three development Sprints may

be required. It is Paul's role to inform users and stakeholders of the impact on the release date.

**Answer: B (LEAVE A REPLY)**

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: 39**

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. After UAT is performed at the Sprint Review, the code branch is isolated until enough Increments are considered acceptable. All code branches will then be merged during the release phase.
- B.** Each Scrum Team delivers functionality at the end of each Sprint. 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.
- C.** 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.
- D.** Wait until enough of the infrastructure and architecture is in place before starting the first Sprints. This will increase the success of delivering integrated Increments in Sprint 1.

**Answer: C (LEAVE A REPLY)**

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: 40**

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 (LEAVE A REPLY)**

The Development Team is self-organized, thus manages and decides how to manage their own progress.

**NEW QUESTION: 41**

The Scrum Master is no longer needed when teams become self-organized.

- A. True
- B. False

**Answer: B (LEAVE A REPLY)**

**NEW QUESTION: 42**

Why is it important that there is only one Product Owner per product?

- A. It isn't important as multiple Product Owners can easily share a single Product Backlog.
- B. The Scrum Master knows who will be his back-up whenever he is unavailable, it saves the organization time and money, and the Development Team knows who to request tasks from.
- C. It is clear who is accountable for the ultimate success of the product, the Development Team always knows who determines priorities, and it helps avoid barriers to effective communication and rapid decision-making.

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 43**

The director of engineering in your organization always stresses the importance of meeting deadlines in order for the engineering department to be seen as a reliable source for the product management department. The director has calculated that the team's velocity needs to increase an additional 15% to meet the commitment he made to management for the release date of the product.

He asks Steven, the team's Scrum Master, to increase his team's velocity. Which would be the best two responses for Steven to take? (Choose two.)

- A. He explains how a team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. He refers the director to the Product Owner for all information concerning the progress of development.
- B. He informs the director of organizational impediments he is aware of that prevent the team from being more productive. He suggests collaborating with him on how to remove these impediments.
- C. He educates his director how it is part of a team's self-organization to improve velocity. He invites the director to the next Sprint Retrospective to brainstorm on how they can improve.
- D. He helps the director understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expected. Meanwhile he presents this to the team as a challenge and a company goal, leaving it however up to them to figure out exactly how to achieve this.

E. He tells the director that this is not his responsibility in Scrum. He tells the director to work with the Product Owner to check whether the estimates on the Product Backlog are being respected during implementation.

**Answer: A,B (LEAVE A REPLY)**

The Scrum Master serves the organization by helping employees and stakeholders understand and enact Scrum and empirical product development and causing change that increases the productivity of the Scrum Team.

#### **NEW QUESTION: 44**

What should a Development Team do with non-functional requirements?

- A. Ensure they are addressed in every Increment.
- B. Assign them to the technical leads on the team.
- C. They will be addressed in the Integration Sprints.
- D. Add them to a separate non-functional requirements list.

**Answer: A (LEAVE A REPLY)**

Non-functional requirements should be worked on alongside functional development.

#### **NEW QUESTION: 45**

Which stakeholder is the most important for the Product Owner to satisfy?

- A. The company founder
- B. The board of directors
- C. The Head of Product
- D. The Product's users

**Answer: (SHOW ANSWER)**

The highest priority is to satisfy the end users.

#### **NEW QUESTION: 46**

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% completed. Any undone work is divided into new Product Backlog Items that will be deferred to the last Sprint in order to maintain stable velocity.

**B.** The Development Team informs Paul that the progress he has perceived to date is not correct. The Increment is not releasable. 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 features. The team also re- estimates the effort to make the remaining Product Backlog items 'done', including all integration effort. In the end, it is Paul's call to continue the project or to cancel.

**C.** The Scrum Master will manage the Sprint Backlog and assign work to the Development Team members to ensure maximum utilization of each member. He/she will keep track of unused resources so that it does not impact the budget. Unused budget can be allocated for additional Sprints if needed.

**D.** The Scrum Master sets the open work aside to be performed in one or more release Sprints. They remind Paul to find funding for enough Release Sprints in which this remaining work can be done. Up to one release Sprint per three development Sprints may be required. It is Paul's role to inform users and stakeholders of the impact on the release date.

**Answer: B (LEAVE A REPLY)**

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.

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#### **NEW QUESTION: 47**

Individual Development Team members have been approaching Steven, the Scrum Master, to complain about Chris. Chris has the most experience on the system they are building. He often Question:s the choices team members make in design and architecture making them feel bad.

What are two good ways for Steven to address this problem? (Choose two.)

**A.** Steven observes whether this topic is raised at the Sprint Retrospective. If not, then he checks with the team on how comfortable they are with the way the design and architecture is being handled.

**B.** Steven suggests facilitating a session with the full team to help resolve the issue.

**C.** Steven tells the concerned members that Chris' opinions should be respected as he has the most experience and understands what is best for long term sustainability.

**D.** Steven shares his concerns with Chris and the impact on the other team members and that he should be a team player.

**E.** Steven takes the time between Sprints to organize a team building session to build a stronger relationship.

**Answer: A,B (LEAVE A REPLY)**

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: 48**

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. Any changes that negatively impact the team's velocity will be rejected by the Scrum Master.

**C.** Take the time between Sprints to organize a team building session to rebuild the relationship.

**D.** 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 (LEAVE A REPLY)**

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: 49**

Currently, your engineering department is organized in siloed teams that specialize by function (for example, design, front-end, back-end, database, and testing).

What would you consider when moving away from component teams towards feature teams?

**A.** You cannot begin Scrum without have feature teams. It is easier to measure and compare performance between feature teams. Feature teams should have an equal number of team members.

**B.** Members within feature teams require compatible personalities. Feature teams should have a mix of junior and senior members. Tasks are completed more quickly than component teams.

**C.** Moving from component teams to feature teams could reduce, productivity in the initial stages. Feature teams have less communication complexity. Getting the support from the business side makes the transition easier.

**Answer:** [\(SHOW ANSWER\)](#)

The initial phase of forming a new team could cause short-term disruption as they need time to discover how to best work together. Because all the skills and competencies are inside the team the communication overhead is reduced. Having an environment that supports the Scrum values reduces complexity.

#### **NEW QUESTION: 50**

According to the values of Scrum, which is the best way to create Development Teams?

**A.** The Product Owner will create a skills matrix according to what is needed for the project and work with the technical leads to allocate resources to the team.

**B.** Work with the leadership team to allocate members according to skills, seniority and experience to ensure that all Development Teams are balanced fairly.

**C.** Provide boundaries to the developers and allow them to self-organize into Development Teams.

**Answer:** **C** [\(LEAVE A REPLY\)](#)

When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone and self-organizing teams will be enabled to choose how best to accomplish their work.

#### **NEW QUESTION: 51**

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.

**Answer:** **C** [\(LEAVE A REPLY\)](#)

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.

### **NEW QUESTION: 52**

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.

**Answer: B,C,D (LEAVE A REPLY)**

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: 53**

The director of engineering in your organization always stresses the importance of meeting deadlines in order for the engineering department to be seen as a reliable source for the product management department. The director has calculated that the team's velocity needs to increase an additional 15% to meet the commitment he made to management for the release date of the product.

He asks Steven, the team's Scrum Master, to increase his team's velocity. Which would be the best two responses for Steven to take? (Choose two.)

**A.** He explains how a team uses the velocity of a Sprint primarily to forecast work for the next Sprint, not to perfectly predict future productivity. He refers the director to the Product Owner for all information concerning the progress of development.

**B.** He informs the director of organizational impediments he is aware of that prevent the team from being more productive. He suggests collaborating with him on how to remove these impediments.

**C.** He educates his director how it is part of a team's self-organization to improve velocity. He invites the director to the next Sprint Retrospective to brainstorm on how they can improve.

**D.** He helps the director understand that it typically takes a few Sprints for a team to gradually increase the velocity up to the level expected. Meanwhile he presents this to the team as a challenge and a company goal, leaving it however up to them to figure out exactly how to achieve this.

**E.** He tells the director that this is not his responsibility in Scrum. He tells the director to work with the Product Owner to check whether the estimates on the Product Backlog are being respected during implementation.

**Answer: (SHOW ANSWER)**

Explanation

Explanation:

The Scrum Master serves the organization by helping employees and stakeholders understand and enact Scrum and empirical product development and causing change that increases the productivity of the Scrum Team.

#### **NEW QUESTION: 54**

When does a Sprint end?

**A.** When there is no work remaining in the Sprint Backlog.

**B.** When the time-box expires.

**C.** It depends on the Product Owner.

**D.** Immediately after the conclusion of the Sprint Review.

**Answer: (SHOW ANSWER)**

#### **NEW QUESTION: 55**

During Sprint Planning, the Definition of Done will help the Development Team forecast the amount of work, selected from the Product Backlog, deemed feasible to make 'done' by the end of the Sprint.

Which two items best describes what 'done' means? (Choose two.)

- A. All the work needed to prepare the Increment for User Acceptance Testing.
- B. All the work needed to prepare the Increment for Integration Testing.
- C. Having an Increment of working software that is potentially releasable to the end users.
- D. All the work performed as defined in the Definition of Done.
- E. All the work completed within the current skills and expertise in the Development Team.

**Answer: C,D (LEAVE A REPLY)**

When a Product Backlog item or an Increment is described as 'Done', everyone must understand what 'Done' means. Although this may vary significantly per Scrum Team, members must have a shared understanding of what it means for work to be complete, to ensure transparency. This is the Definition of Done for the Scrum Team and is used to assess when work is complete on the product Increment. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current Definition of Done.

#### **NEW QUESTION: 56**

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

- A. True
- B. False

**Answer: B (LEAVE A REPLY)**

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.

#### **NEW QUESTION: 57**

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).

**Answer: A (LEAVE A REPLY)**

#### **NEW QUESTION: 58**

Your organization has formed a new Scrum Team and has assigned you as the Scrum Master.

In what ways would you help the team start?

**A.** Ensure the Scrum Team members have compatible personalities, have the tech leads clarify the expectations and responsibilities of each role, and propose a performance rewards system.

**B.** Have the Scrum Team members introduce their background experience with each other, ask the Product Owner to discuss the product and answer Question:s, and ensure the team understands the need for a Definition of "Done."

**Answer: (SHOW ANSWER)**

Scrum Teams should have all of the competencies and skills to do the work in the Product Backlog which includes understanding the goals and history of the product and ensuring that they all know what "done" means.

### **NEW QUESTION: 59**

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: (SHOW ANSWER)**

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

### **NEW QUESTION: 60**

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: A,B,C,D (LEAVE A REPLY)**

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: 61**

During the Sprint Review, the Product Owner decides to release the current Increment to production. The stakeholders suggest temporarily delaying the next Sprint in order to respond more quickly to user feedback after the release. The Product Owner prefers to

continue to the next Sprint and make progress towards the next release. Steven, the Scrum Master, begins facilitating the discussion.

What would be two acceptable outcomes of the discussion? (Choose two.)

- A.** Continue with the Sprints and include the customer feedback in the Product Backlog.
- B.** Delay the next Sprint to allow the Development Team to work on new customer feedback.
- C.** Continue with the Sprints but shorten the Sprint time-boxes to allow for shorter feedback loops.
- D.** Continue with the Sprints but allow the Sprint Goal within the Sprint to change according to the customer feedback.

**Answer: A,C (LEAVE A REPLY)**

A new Sprint starts immediately after the conclusion of the previous Sprint. Delaying the start of the next Sprint interrupts progress and can reduce the Time-to-Market. Shortening the Sprint length allows the team to respond quicker to changes outside of the Sprint plan and while still allowing delivery of business value. Adding user feedback to the Product Backlog helps the Product Owner with ordering the backlog to maximize the flow of value. During the Sprint no changes are made that would endanger the Sprint Goal.

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#### **NEW QUESTION: 62**

Doing your best and helping other Scrum Team members demonstrates which of the following?

- A.** Value of Commitment
- B.** Increased Revenue
- C.** Increased Profit
- D.** Maximizing utilization
- E.** High Performance

**Answer: A (LEAVE A REPLY)**

People personally commit to achieving the goals of the Scrum Team by doing their best and helping others.

#### **NEW QUESTION: 63**

When does a new Sprint begin?

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

**Answer: A ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 64**

Which of the following statements are true about the Scrum Master role?

- A. The Scrum Master assigns the tasks to Development Team members and ensures they are completed within the committed timebox.
- B. The Scrum Master helps those outside the Scrum Team understand which interactions are helpful and teaches the Development Team to keep the Scrum meetings within the timebox.
- C. The Scrum Master is responsible for updating the Scrum board and ensuring team members avoid conflicts.
- D. At the Sprint Review, the Scrum Master demonstrates the completed Increment and answers any Question:s from the stakeholders.

**Answer: B ([LEAVE A REPLY](#))**

The Scrum Master is responsible not only for coaching the Scrum Team but also the organization.

#### **NEW QUESTION: 65**

Which of the following is true about the Product Owner role?

- A. Is one person. Can be influenced by a committee. Is accountable for ordering the Product Backlog.
- B. Can be shared between multiple people on a Scrum Team, Is the same as a Project Manager. Is played by a committee or a team of people.

**Answer: ([SHOW ANSWER](#))**

#### **NEW QUESTION: 66**

Who determines how to do the work during the Sprint?

- A. The Technical Architects.
- B. The Scrum Master.
- C. The Development Team.
- D. The Team Leads.
- E. The engineering director.

**Answer: C ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 67**

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 (LEAVE A REPLY)**

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: 68**

Cross-functional teams are specialized for working on specific system components (e.g. design, database, backend, frontend).

- A. True
- B. False

**Answer: B (LEAVE A REPLY)**

Cross-functional teams have all the skills and competencies needed to deliver end-to-end work.

#### **NEW QUESTION: 69**

Every Development Team should have the competencies and skills needed to deliver a Done Increment in a Sprint.

- A. True
- B. False

**Answer: A (LEAVE A REPLY)**

Development Teams are self-organized and cross-functional.

#### **NEW QUESTION: 70**

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: (SHOW ANSWER)**

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: 71**

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: B,C (LEAVE A REPLY)**

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: 72**

Who should manage the tasks of Development Team during the Sprint?

- A. The Project Manager.
- B. The Product Owner.
- C. The Scrum Master.
- D. The Development Team.
- E. All of the above.

**Answer: D (LEAVE A REPLY)**

The Development Team is responsible for managing and tracking the progress of their work during a Sprint

**NEW QUESTION: 73**

Who must ensure that the work done for a Product Backlog item conforms to the Definition of "Done?"

- A. The test team.
- B. The Scrum Team.
- C. The Scrum Master.
- D. The Product Owner.
- E. The Development Team.

**Answer: E (LEAVE A REPLY)**

The Development Team owns the Definition of "Done" and is accountable for the quality of the Product Backlog items.

**NEW QUESTION: 74**

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.

**Answer: B,D (LEAVE A REPLY)**

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

**NEW QUESTION: 75**

A PO (Product Owner) is essentially the same thing as a traditional PM (Project Manager).

- A. True
- B. False

**Answer: B (LEAVE A REPLY)**

Explanation

**NEW QUESTION: 76**

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production.

Is it a good idea to postpone UAT until the end of the project to prevent the Development Team from being disrupted during the Sprints?

- A. No, because the state of the Product Increment won't be transparent and the feedback loop would be too long.
- B. It depends on the team's Definition of Done.
- C. Yes, because the Development Team is a self-organizing team and should not be disrupted during development.
- D. Yes, because UAT is done in a hardening Sprint before the release Sprint.

**Answer: A (LEAVE A REPLY)**

The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done". At the end of a Sprint, the new Increment must be "Done", which means it must be in useable condition and meet the Scrum Team's definition of "Done". An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. If UAT is a part of the team or organizational standard, then any delay in this activity will reduce transparency and increase risk.

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