



## **Free Questions for PSM-II by dumpsheet**

**Shared by Caldwell on 15-04-2024**

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# Question 1

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## Question Type: MultipleChoice

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Creating a forecast for a Sprint tends to run more smoothly when the Product Backlog items that are discussed are well understood and actionable. Which approach would you recommend to ensure well understood and actionable Product Backlog items at Sprint Planning?

(choose the best answer)

### Options:

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- A-** The Developers use some time in each Sprint to analyze, estimate and design high-ordered Product Backlog items.
- B-** The Product Owner works with the stakeholders to prepare Product Backlog items outside of the Sprint so the Developers will not be disrupted.
- C-** A separate Scrum Team of business analysts and testers analyze high-ordered requirements one Sprint ahead of development.
- D-** The analysts on the Scrum Team document high-ordered Product Backlog items during a Sprint when they are not busy working on the forecast.

**Answer:**

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B

**Explanation:**

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This approach ensures that the Product Backlog items are ready for the Sprint Planning and that the Developers can focus on their work during the Sprint. It also allows the Product Owner to collaborate with the stakeholders and align the Product Backlog with the Product Goal. The other options are either inefficient, ineffective, or not aligned with the Scrum values and principles.

## Question 2

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**Question Type: MultipleChoice**

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Which statements are true about the Sprint Goal?

(choose the best two answers)

**Options:**

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- A- Sprint Goals often change during the Sprint as new insights emerge during the work.
- B- During Sprint Planning, the Scrum Team crafts a Sprint Goal based on an objective that the Product Owner would like to achieve that Sprint.
- C- Sprint Goals give Developers flexibility and creativity on how to implement functionality during the Sprint
- D- The use of Sprint Goals is optional in the Scrum Framework

**Answer:**

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B, C

**Explanation:**

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According to the Scrum Guide 2020, the Sprint Goal is a short statement that provides direction and focus for the Scrum Team throughout the Sprint<sup>1</sup>. The Sprint Goal is chosen by the Scrum Team during Sprint Planning, based on the Product Backlog items that they forecast to complete in the Sprint<sup>1</sup>. The Sprint Goal also gives Developers flexibility and creativity on how to implement functionality during the Sprint, as long as they do not endanger the Sprint Goal<sup>1</sup>. Therefore, the statements that are true about the Sprint Goal are:

During Sprint Planning, the Scrum Team crafts a Sprint Goal based on an objective that the Product Owner would like to achieve that Sprint. This statement is true because it reflects the purpose and process of creating a Sprint Goal. The Product Owner proposes an objective for the Sprint, based on the current state of the product and the stakeholders' needs<sup>2</sup>. The Developers then select the Product Backlog items that support that objective, and craft a Sprint Goal that expresses what value they will deliver in the Sprint<sup>2</sup>.

Sprint Goals give Developers flexibility and creativity on how to implement functionality during the Sprint. This statement is true because it reflects the benefit and outcome of having a Sprint Goal. The Sprint Goal is not a fixed scope of work, but a flexible goal that guides the

Developers' decisions and actions<sup>3</sup>.The Developers can modify their Sprint Backlog during the Sprint as needed, as long as they do not endanger the Sprint Goal<sup>1</sup>.The Sprint Goal also encourages the Developers to work together rather than on separate initiatives<sup>3</sup>.

The other statements are not true because:

Sprint Goals often change during the Sprint as new insights emerge during the work.This statement is false because it contradicts the Scrum framework, which defines the Sprint Goal as a commitment by the Developers that does not change during a Sprint<sup>1</sup>.The Sprint Goal provides coherence and alignment for the Scrum Team, and helps them cope with complexity and uncertainty<sup>3</sup>. Changing the Sprint Goal during a Sprint would undermine its value and impact, and create confusion and waste.

The use of Sprint Goals is optional in the Scrum Framework.This statement is false because it contradicts the Scrum framework, which defines the Sprint Goal as a mandatory element of each Sprint<sup>1</sup>.The Scrum Guide 2020 states that "the entire Scrum Team is accountable for creating a valuable, useful Increment every Sprint" and "the Developers commit to achieving the Sprint Goal"<sup>1</sup>. Without a Sprint Goal, there would be no clear direction or focus for the Scrum Team, and no way to measure their progress or success.

## Question 3

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**Question Type:** MultipleChoice

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What does the Scrum Team commit to each Sprint?

(choose the best three answers)

## Options:

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- A- Getting all the forecast work in the Sprint Plan done
- B- Increasing velocity
- C- Working towards the Sprint Goal.
- D- Seeking stakeholder feedback.
- E- Having the Product Owner available to the Developers on a daily basis
- F- Upholding transparency

## Answer:

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C, D, F

## Explanation:

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According to the Scrum Guide 2020, the Scrum Team commits to achieving the Sprint Goal and creating a valuable product Increment every Sprint<sup>1</sup>. The Sprint Goal is a short statement that provides direction and focus for the Scrum Team throughout the Sprint<sup>2</sup>. The product Increment is a concrete and usable outcome that meets the Definition of Done and adds value to the product<sup>3</sup>. Therefore, the Scrum Team commits to:

Working towards the Sprint Goal. This means that the Scrum Team collaborates and coordinates their work to deliver a product Increment that satisfies the Sprint Goal. The Sprint Goal is chosen by the Scrum Team during Sprint Planning, based on the Product Backlog items that they forecast to complete in the Sprint<sup>2</sup>. The Sprint Goal provides coherence and alignment for the Scrum Team, and

helps them cope with complexity and uncertainty<sup>4</sup>.

Seeking stakeholder feedback. This means that the Scrum Team engages with the stakeholders and customers who have an interest or influence on the product. The Scrum Team seeks their feedback to inspect and adapt the product Increment and the Product Backlog, and to validate their assumptions and hypotheses. The Sprint Review is an event where the Scrum Team and the stakeholders collaborate on what was done in the Sprint and what to do next.

Upholding transparency. This means that the Scrum Team makes all aspects of their work visible to those who are responsible for the outcome. Transparency enables inspection and adaptation, which are essential for empiricism. The Scrum Team upholds transparency by using the Scrum artifacts (Product Backlog, Sprint Backlog, and Increment) as sources of information and progress, and by having frequent and honest communication among themselves and with the stakeholders.

The other options are not correct because:

Getting all the forecast work in the Sprint Plan done. This option is incorrect because it implies that the Scrum Team is committed to a fixed scope of work, rather than a flexible goal. The Scrum Guide 2020 states that "the Developers do not commit to completing all of the work planned during a Sprint Planning" but rather "they plan their work as they perform it throughout the Sprint". The Scrum Team can modify their Sprint Backlog during the Sprint as needed, as long as they do not endanger the Sprint Goal.

Increasing velocity. This option is incorrect because it implies that the Scrum Team is committed to a metric that is not part of the Scrum framework. Velocity is a measure of how much work a team can deliver in a given time period, usually based on story points or hours. However, velocity is not a reliable indicator of value or quality, and it can vary depending on many factors, such as team size, complexity, dependencies, etc. The Scrum Guide 2020 does not mention velocity as a commitment or an artifact of the Scrum Team.

Having the Product Owner available to the Developers on a daily basis. This option is incorrect because it implies that the Product Owner is not part of the Scrum Team, but rather an external stakeholder. The Scrum Guide 2020 states that "the Product Owner is one person who is a member of the Scrum Team" and "is accountable for maximizing value resulting from work of Developers". The Product Owner

collaborates closely with the Developers throughout the Sprint, not only by being available, but also by providing vision, guidance, feedback, and clarification.

## Question 4

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**Question Type:** MultipleChoice

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Several Sprints into a project, the Product Owner tells the Scrum Master that a key stakeholder just started using the product. The stakeholder is unhappy with the slow performance, a complaint that the Product Owner agrees with. As the Scrum Master, how will you move this forward?

(choose the best answer)

### Options:

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**A-** Encourage the Product Owner to bring the performance concerns to the rest of the Scrum Team and work together to improve the Definition of Done.

**B-** Wait to bring this up in the next Sprint Retrospective as this is the appropriate time for the Developers to re-consider the Definition of Done.



- C-** Bring the concern to the quality assurance members of the Scrum Team and ask them to improve how the system is tested.
- D-** Explain to the Product Owner that it is up to the Developers to decide on acceptable performance standards as they own the Definition of Done

### **Answer:**

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A

### **Explanation:**

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As a Scrum Master, you are accountable for establishing an environment where the Scrum Team can be effective and deliver valuable products<sup>1</sup>. One of the ways to do this is by supporting the Product Owner in managing the Product Backlog and engaging with the stakeholders<sup>2</sup>. In this situation, where there is a performance issue with the product, your best option is:

Encourage the Product Owner to bring the performance concerns to the rest of the Scrum Team and work together to improve the Definition of Done. This option aligns with the principle of empiricism, which is the foundation of Scrum<sup>3</sup>. Empiricism means that you make decisions based on what is known, rather than what is assumed or predicted<sup>3</sup>. By encouraging the Product Owner to bring the performance concerns to the rest of the Scrum Team, you are helping them inspect the product Increment and adapt the Product Backlog based on transparent feedback from the stakeholder<sup>4</sup>. You are also helping them collaborate on improving the Definition of Done, which is a shared understanding of what it means for a product Increment to be complete and potentially releasable. The Definition of Done should reflect the quality standards and expectations of the stakeholders, and should be updated as needed to ensure that the product meets their needs and delivers value.

The other options are not advisable because:

Wait to bring this up in the next Sprint Retrospective as this is the appropriate time for the Developers to re-consider the Definition of Done. This option is incorrect because it contradicts your accountability as a Scrum Master. The Sprint Retrospective is an opportunity for the Scrum Team to reflect on their performance and identify improvements for the next Sprint. However, it is not the only time for them to inspect and adapt their product and process. As a Scrum Master, you should promote continuous improvement and help the Scrum Team address any issues or impediments as soon as they arise<sup>1</sup>. Waiting to bring this up in the next Sprint Retrospective would mean delaying feedback and action, which can lead to waste or dissatisfaction.

Bring the concern to the quality assurance members of the Scrum Team and ask them to improve how the system is tested. This option is incorrect because it goes against your role as a facilitator, who helps the participants have constructive and respectful conversations. By bringing the concern to only a subset of the Scrum Team, you are creating silos and excluding others from contributing or learning. You are also implying that quality is only their responsibility, rather than a shared accountability of the whole Scrum Team. Moreover, you are not asking them for their input or feedback, but telling them what to do, which can undermine their autonomy and motivation.

Explain to the Product Owner that it is up to the Developers to decide on acceptable performance standards as they own the Definition of Done. This option is incorrect because it contradicts your role as a coach, who helps people grow and improve their skills and behaviors. By explaining to the Product Owner that it is up to the Developers to decide on acceptable performance standards, you are dismissing their concern and creating a gap between them and the Developers. You are also ignoring their valuable perspective and input as a stakeholder representative, who has a clear vision of what value means for the product. Instead of explaining, you should be asking questions and listening actively, and facilitating a dialogue between them and the Developers.

## Question 5

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**Question Type:** MultipleChoice

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In the Sprint Review; one of the stakeholders highlights the money spent this year; and that due to market changes, the funding may run out. An argument follows this statement, with raised voices and strong emotional statements. As a Scrum Master, what are your two best options?

(choose the best two answers)

### Options:

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- A-** Encourage the stakeholders to focus on delivering the highest value items for the next Sprint.
- B-** It is the Product Owner's meeting, so do nothing.
- C-** Defend the budget, asking the stakeholders to support the funding of the work.
- D-** Argue that the Scrum Team needs to be kept busy while the funding is confirmed
- E-** Ask for a short break for people to calm down and be objective

### Answer:

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A, E

### Explanation:

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One of the ways to do this is by facilitating the Scrum events, such as the Sprint Review, where the Scrum Team and the stakeholders inspect the product Increment and adapt the Product Backlog<sup>2</sup>. In this situation, where there is a conflict among the stakeholders about the budget and the funding, your two best options are:

Encourage the stakeholders to focus on delivering the highest value items for the next Sprint. This option aligns with the purpose of the Sprint Review, which is to collaborate on what was done in the Sprint and what to do next<sup>2</sup>. By encouraging the stakeholders to focus on delivering value, you are helping them prioritize the most important features or functionalities that can maximize the return on investment and reduce risk<sup>3</sup>. This can also help them align their expectations and goals, and create a shared understanding of the product vision.

Ask for a short break for people to calm down and be objective. This option aligns with your role as a facilitator, who helps the participants have constructive and respectful conversations<sup>4</sup>. By asking for a short break, you are giving them a chance to cool off and regain their composure. This can also help them be more objective and rational, and avoid emotional reactions that can escalate the conflict or damage the relationship.

The other options are not advisable because:

It is the Product Owner's meeting, so do nothing. This option is incorrect because it contradicts your accountability as a Scrum Master. The Sprint Review is not only the Product Owner's meeting, but a collaborative event that involves the whole Scrum Team and the stakeholders<sup>2</sup>. As a Scrum Master, you have a responsibility to facilitate this event and ensure that it is productive and valuable<sup>1</sup>. Doing nothing would mean neglecting your duty and allowing the conflict to persist or worsen.

Defend the budget, asking the stakeholders to support the funding of the work. This option is incorrect because it goes beyond your scope as a Scrum Master. The budget and the funding are not your primary concerns, but rather the value and quality of the product that you deliver<sup>1</sup>. Defending the budget would mean taking sides in the conflict, which can compromise your neutrality and credibility as a facilitator. It can also create more tension and resentment among the stakeholders, who may feel that you are not listening to their perspectives or interests.

Argue that the Scrum Team needs to be kept busy while the funding is confirmed. This option is incorrect because it contradicts the principle of empiricism, which is the foundation of Scrum<sup>5</sup>. Empiricism means that you make decisions based on what is known, rather than what is assumed or predicted<sup>5</sup>. Arguing that the Scrum Team needs to be kept busy while the funding is confirmed would mean ignoring or denying the reality of the situation, which can lead to waste or inefficiency. It can also undermine the trust and collaboration between the Scrum Team and the stakeholders, who may feel that you are not transparent or accountable.

## Question 6

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**Question Type: MultipleChoice**

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What is the primary concern when multiple Scrum Teams work from the same Product Backlog with the goal of creating a valuable and useful integrated Increment by the end of their Sprint?

(choose the best answer)

### Options:

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- A-** Minimizing dependencies between Scrum Teams.
- B-** Clearly defining all requirements three Sprints ahead.

**C-** Maximizing velocity.

**D-** Making sure there is enough work for everyone on every team.

**Answer:**

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A

**Explanation:**

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When multiple Scrum Teams work from the same Product Backlog, they need to collaborate and coordinate their work to deliver a potentially releasable Increment that meets the Definition of Done. This requires minimizing dependencies between Scrum Teams, such as technical, functional, or organizational dependencies. Dependencies can cause delays, rework, waste, and lower quality. Scrum Teams should strive to be cross-functional and autonomous, and use techniques such as feature slicing, dependency mapping, and integration testing to reduce dependencies<sup>123</sup>. Reference:1: <https://www.scrum.org/resources/blog/dependencies-between-scrum-teams>2: <https://www.scrum.org/resources/blog/feature-slicing-how-make-it-work>3: <https://www.scrum.org/resources/blog/integration-testing-scrum-projects>

## Question 7

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**Question Type:** MultipleChoice

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Your organization has announced a release to its user base three Sprints from now. To be able to include all functionality in the release, work needs to accelerate. The Product Owner puts some testing from the Definition of Done on hold for the next three Sprints, while adding a generic item to the Product Backlog to resolve this in a future release.

The Developers object that this will lead to technical debt. Select two ways that explain the impact of technical debt to the Product Owner.

(choose the best two answers)

### **Options:**

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**A-** Feature development of a next release is not allowed to start as long as there is technical debt from the current release. The Product Owner should first accept this impact before the Definition of Done can be reduced.

**B-** A generic Product Backlog item is not good enough. The amount of technical debt will have to be calculated and estimated much more precisely, so the total amount of extra work that needs to be budgeted is well known.

**C-** Releasing the version creates false assumptions about the actual state of the system. This is likely to result in interruptions during future Sprints in order to react to unforeseen problems arising from not having met the Definition of Done.

**D-** As development progresses and functionality is added upon the reduced Definition of Done, unknown errors will creep in. The system becomes more difficult to stabilize. Work for the actual release as well as future releases will be slowed down in unpredictable ways.

## Answer:

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C, D

## Explanation:

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Technical debt is the implied cost of rework caused by choosing an easy solution now instead of a better approach that would take longer<sup>1</sup>. Reducing the Definition of Done for the next three Sprints will create technical debt, which will have negative impacts on the product quality, value, and delivery. Two ways to explain these impacts to the Product Owner are:

Releasing the version creates false assumptions about the actual state of the system. This is likely to result in interruptions during future Sprints in order to react to unforeseen problems arising from not having met the Definition of Done<sup>2</sup>. This will reduce the transparency, predictability, and adaptability of the Scrum process, and compromise the trust and satisfaction of the customers and stakeholders.

As development progresses and functionality is added upon the reduced Definition of Done, unknown errors will creep in. The system becomes more difficult to stabilize. Work for the actual release as well as future releases will be slowed down in unpredictable ways<sup>3</sup>. This will increase the complexity, risk, and cost of the product development, and lower the value and quality of the product.

What is Technical Debt in Scrum? | StarAgile, section "The technical debt is created when".

Technical Debt & Scrum: Who Is Responsible? | Scrum.org, section "What Is Technical Debt?".

Managing Technical Debt in a Scrum Project | SCRUMstudy Blog, section "Technical debt accrues".



## Question 8

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**Question Type:** MultipleChoice

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Scrum Master is a management position because the Scrum Master is accountable for the following three management activities:

(choose the best three answers)

### Options:

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

### Answer:

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B, D, E

## **Explanation:**

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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.

[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"](#).

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