



Scrum PSM-II Practice Questions

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Question 1

Question Type: MultipleChoice

In the Daily Scrum, the Product Owner applauds every Developer who moves a Sprint Backlog item to completion. The Product Owner wants to encourage the Developers to make progress visible on the burn-down chart. Select the two best options for the Scrum Master to take.

(choose the best two answers)

Options:

- A- Nothing. The Scrum Master does not attend the Daily Scrum.
- B- Take the opportunity to create more energy and team spirit and encourage everyone to participate in the applause.
- C- Coach the Scrum Team about the purpose of the Daily Scrum.
- D- Tell the Product Owner your concerns about how his behavior may impact the Developers, and ask him to stop attending the Daily Scrum for some time.

Answer:

C, D

Explanation:

This is a good option because the Scrum Master's role is to help the Scrum Team understand and apply the Scrum framework and its principles¹². The Scrum Master should also facilitate and enable the team's self-organization and collaboration¹². By coaching the Scrum Team, the Scrum Master can help them realize that the Daily Scrum is not a status update or a performance review, but a time to inspect and adapt their progress toward the Sprint Goal³. D. Tell the Product Owner your concerns about how his behavior may impact the Developers, and ask him to stop attending the Daily Scrum for some time.

This is another good option because the Scrum Master's role is to protect the Scrum Team from external interference and distractions¹². The Scrum Master should also coach the Product Owner on how to maximize the value of the product and collaborate effectively with the Developers¹². By telling the Product Owner your concerns, you can help him understand that his behavior may create pressure, dependency, or resentment among the Developers, which can harm their motivation, creativity, and autonomy. By asking him to stop attending the Daily Scrum for some time, you can give the Developers some space to self-manage their work and communication.

Question 2

Question Type: MultipleChoice

You are a Scrum Master employed by the IT department. The IT manager considers adopting Scrum for a new project. He wonders however, what the value is in having all team members attend this meeting called "Daily Scrum" every day. The organization already has its employees attending so many mandatory meetings.

What are two outcomes of the Daily Scrum you inform him about, to express the importance of the Daily Scrum?

(choose the best two answers)



Options:

- A- During the Daily Scrum the Developers will bring up problems that are hindering their progress, and for which they have no means to resolve, this provides an opportunity to resolve those impediments.
- B- The Daily Scrum serves for the Developers to report to you, as a Scrum Master, all updates on the tasks to the Sprint, as registered in the Sprint Backlog. You 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.
- C- Through the short, daily alignment of the Daily Scrum the Developers build 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 Developers to tackle any unforeseen circumstances that might otherwise disrupt the team's progress.
- D. During the Daily Scrum, the Developers need to update the Scrum board with their current status and progress, at a task level. This is crucial to ensure that the IT manager can go up to the room at any time and view the team's actual progress.
- E. The Developers will produce a status report indicating what each individual has done the past working day, and how much time that has taken. The accumulated reports will support 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 subsequent Sprint Planning meeting.

Answer:

A, C

Explanation:

The Daily Scrum is a 15-minute event for the Developers of the Scrum Team to inspect progress

toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work. The Daily Scrum is not a status meeting, but a way for the Developers to collaborate and self-organize around the most important work for the next 24 hours. The Daily Scrum also provides an opportunity for the Developers to identify and communicate any impediments that are hindering their progress, and request help from the Scrum Master or other team members to resolve them.

[What is a Daily Scrum? | Scrum.org](#)

[What Is the Daily Scrum? | A Guide to the Daily Event - Scrum Alliance](#)

Question 3

Question Type: MultipleChoice

Towards the end of Sprint Planning, the Product Owner and the Developers have not been able to reach a clear, mutual understanding about the highest order Product Backlog items. Because of this, the Developers could not figure out how many Product Backlog items they could forecast for the upcoming Sprint. The Product Owner did make it clear what business objective he is hoping to achieve with this Sprint. Which of the following two actions would you support?

(choose the best two answers)

Options:

- A- They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- B- The team splits up and everybody takes as much time as they need to study the Product Backlog items first. The Product Owner should be available to answer individual questions. The group reconvenes when all team members are better prepared and restart the Sprint Planning meeting before the Sprint can start.
- C- If all agree, they can continue the Sprint Planning meeting as a team past its timebox, until an adequate number of Product Backlog items are well enough understood for the Developers to make a complete forecast. Then start the Sprint.
- D- The Developers forecast 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 timebox for the Sprint Planning event is over, they start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint.

Answer:

A, D

Explanation:

A) They discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur. This is a good action to take, as it shows that the Scrum Team is willing to inspect and adapt their process and improve their collaboration and communication. The Sprint Retrospective is an opportunity for the Scrum Team to identify the root causes of the problem and create a plan for implementing improvements in the next Sprint.

D) The Developers forecast 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 timebox for the Sprint Planning event is over, they start the Sprint and continue to analyze, decompose, and create additional functionality during the Sprint. This is also a good action to take, as it shows that the Scrum Team is flexible and adaptive, and does not let uncertainty or ambiguity prevent them from delivering value. The Developers can use the Sprint Goal as a guide to select and refine the Product Backlog items during the Sprint, and collaborate with the Product Owner to ensure that they are meeting the expectations and needs of the stakeholders.

The Scrum Guide, section 3.1 (The Sprint), page 8

The Scrum Guide, section 3.3 (The Sprint Goal), page 9

The Scrum Guide, section 3.5 (The Sprint Planning), page 10

The Scrum Guide, section 3.7 (The Sprint Retrospective), page 12

The Scrum Master Learning Path, module 2 (The Scrum Framework), lesson 2 (The Sprint), lesson 3 (The Sprint Goal), lesson 4 (Sprint Planning) and lesson 6 (The Sprint Retrospective)

Question 4

Question Type: MultipleChoice

An important aspect of Scrum are timeboxes. Select two ways in which timeboxing reinforces the creation of value.

(choose the best two answers)

Options:

- A- Timeboxing assures that a Product Owner does not interrupt the Developers during a Sprint.
- B- Scrum Teams can determine on their own how much overtime is acceptable for a timebox- generally expressed as a percentage of the timebox.
- C- Timeboxes encourage the people who are closest to the problem to create the best possible result in the time allotted, given the current context.

D- Timeboxes help everyone focus on the same problem at the same time.

Answer:

C, D

Explanation:

C) Timeboxes encourage the people who are closest to the problem to create the best possible result in the time allotted, given the current context.

This is true because timeboxes limit the amount of time that can be spent on an activity, which forces the Scrum Team to focus on the most valuable and feasible outcomes. Timeboxes also empower the Scrum Team to make decisions based on their own expertise and experience, rather than relying on external authorities or instructions¹². D. Timeboxes help everyone focus on the same problem at the same time.

This is true because timeboxes create a shared sense of urgency and alignment among the Scrum Team and the stakeholders. Timeboxes also enable frequent feedback and inspection, which help the Scrum Team adapt to changing requirements and expectations¹².

Question 5

Question Type: MultipleChoice

A Scrum Team is struggling over the fact that not all Developers work full time and that other Developers regularly work from home. To solve the difficulties in aligning daily, at the Sprint Retrospective two Developers suggest having the Daily Scrum every three days, when everyone is in the office.

What would be three key concerns if the frequency of the Daily Scrum were to be lowered?

(choose the best three answers)

Options:

A- Opportunities to inspect and adapt the Sprint Backlog are reduced. Re-aligning is bound to become even more difficult.

B- The Scrum Master loses the ability to update the Gantt chart properly, thereby obscuring the Scrum Master's tracking of Sprint progress.

C- Less progress information will be shared, causing the plan for the Sprint to become inaccurate and transparency over progress toward the Sprint Goal is reduced.

- D- Impediments are raised and resolved more slowly which might impact productivity and progress.
- E- The Product Owner cannot accurately report progress about the state of the forecasted work to the stakeholders.

Answer:

A, C, D

Explanation:

A: Opportunities to inspect and adapt the Sprint Backlog are reduced. Re-aligning is bound to become even more difficult. This is a valid concern, as the Daily Scrum is an event where the Developers can inspect the progress toward the Sprint Goal and adapt the Sprint Backlog accordingly. If the Daily Scrum is held less frequently, the Developers may miss some opportunities to adjust their plan and collaborate effectively.

C: Less progress information will be shared, causing the plan for the Sprint to become inaccurate and transparency over progress toward the Sprint Goal is reduced. This is a valid concern, as the Daily Scrum is an event where the Developers can share their work status, challenges, and dependencies with each other. If the Daily Scrum is held less frequently, the Developers may have less visibility and awareness of what is going on in the Sprint, and may face more surprises or risks.

D: Impediments are raised and resolved more slowly which might impact productivity and progress. This is a valid concern, as the Daily Scrum is an event where the Developers can identify and communicate any impediments or issues that hinder their work. If the Daily Scrum is held less frequently, the Developers may have to wait longer to get help or support from their peers or the Scrum Master, and may lose some momentum or efficiency.

Scrum Guide 2020, page 11: "The purpose of the Daily Scrum is to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary, adjusting the upcoming planned work."

Scrum Guide 2020, page 12: "The Developers can select whatever structure and techniques they want, as long as their Daily Scrum focuses on progress toward the Sprint Goal and produces an actionable plan for the next day of work."

Professional Scrum Master II Course, page 14: "The Daily Scrum is a key opportunity for inspection and adaptation at the team level. It helps the team to synchronize their work, identify impediments, and collaborate on solutions."

Question 6

Question Type: MultipleChoice

Five new Scrum Teams have been created to build one product. A few of the Developers ask the Scrum Master who will coordinate the work between the different Scrum Teams. What should the Scrum Master do?

(choose the best answer)

Options:

- A- Visit the five Scrum Teams each day to facilitate alignment and synchronization of their Sprint Backlogs.
- B- Collect the Sprint tasks from the teams at the end of their Sprint Planning and merge that into a consolidated plan for the entire Sprint.
- C. Teach the Product Owner to work with the lead developers on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.
- D- Teach them that it is their responsibility to form Scrum Teams with the skills and knowledge to create an Increment by the end of every Sprint.
- E- Advise the teams to reduce interdependence by working in separate branches and organizing a specific Sprint every four development Sprints to manage integration.

Answer:

D

Explanation:

The Scrum Master should do this because it is the most effective way to ensure that the Scrum Teams are self-organizing, cross-functional, and collaborative. The Scrum Master can help the Scrum Teams to understand the benefits of working together as one integrated team, rather than as separate component teams. The Scrum Master can also facilitate the communication and coordination among the Scrum Teams, and support them in resolving any dependencies or conflicts that may arise.

Scrum Guide 2020, page 7: "Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value in each Sprint."

Scrum Guide 2020, page 7: "Scrum Teams are self-managing, meaning they internally decide who does what, when, and how."

Nexus Guide 2020, page 5: "When multiple Scrum Teams are working together on the same product, there are additional complexities that arise. These complexities can be reduced by having the teams adhere to a common definition of "Done" and a single Product Backlog."

Question 7

Question Type: MultipleChoice

True or False: During the Sprint Review of a scaled development effort, every Scrum Team should demonstrate its individual Increment separately.

Options:

A- True

B- False

Answer:

B

Explanation:

During the Sprint Review of a scaled development effort, the Scrum Teams should demonstrate the integrated Increment that they have collectively delivered, not their individual Increments separately. This ensures that the stakeholders can provide feedback on the value and quality of the product as a whole, and that the Scrum Teams can inspect their alignment and collaboration.

Scrum Guide 2020, page 14: "The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations. The Scrum Team presents the results of their work to key stakeholders and progress toward the Product Goal is discussed."

Nexus Guide 2020, page 7: "The Nexus Sprint Review is an event where appropriate stakeholders review the Integrated Increment that has been built throughout the Sprint by all Scrum Teams in a Nexus."

Question 8

Question Type: MultipleChoice

Scrum requires a Definition of Done. Which phrases describe the purpose of the Definition of Done?

(choose the best three answers)

Options:

- A- It serves to track the percent completeness of a Product Backlog item during the Sprint.
- B- During the Sprint it helps the Developers identify the work remaining for an Increment to be ready for release by the end of a Sprint.
- C- It creates transparency into the state of the Increment when it is inspected at the Sprint Review.
- D- It guides the Developers when creating a forecast at the Sprint Planning.
- E- It provides a template for the documentation of the product Increment.
- F- It is a checklist to inspect whether the Developers have performed their tasks by the end of a Sprint.

Answer:

B, C, D

Explanation:

The Definition of Done is a formal description of the state of the Increment when it meets the quality standards required for the product. The purpose of the Definition of Done is to:

During the Sprint, it helps the Developers identify the work remaining for an Increment to be ready for release by the end of a Sprint (B), by providing a clear and shared understanding of what "Done" means for each Product Backlog item and the Increment as a whole.

It creates transparency into the state of the Increment when it is inspected at the Sprint Review, by ensuring that everyone involved in the product development has the same expectations and criteria for evaluating the value, usability, and quality of the Increment.

It guides the Developers when creating a forecast at the Sprint Planning (D), by enabling them to estimate how much work they can realistically complete within a Sprint, based on their capacity, skills, and Definition of Done.

Question 9

Question Type: MultipleChoice

Marian is a product Owner working on a Scrum Team on a new release for her product. Based on the average velocity of the previous release Marian estimated the project to take seven Sprints. Average velocity In the previous release was thirteen completed units of work per Sprint Development is three Sprints underway, with four more Sprints to go until the release.

Product Backlog has been stable.

Over the first three Sprints, the Developers report their average velocity is nine, while not

having fully tested all the delivered functionality. The Developers estimate that the unfinished testing would have required of a Sprints time. The Developers believe that the required velocity of thirteen is within their reach. What is the most effective way to recover?

(choose the best answer)

A. The Developers set the open work aside to be performed in one or more release Sprints. They remind Marian 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 Marian's responsibility to inform users and stakeholders Of the impact on the release date.

B. Transparency needs to be restored by addng the undone work to the Product Backlog. The Developers must figure out a way to deliver in the upcoming Sprints a velocity of not only 13 units of new work, but also two additional points to catch up undone work. It is the Scrum Master's duty to assess whether such repair is possible. If not, the Scrum Master initiates a restart with a more reliable team Or cancels the project. The Scrum Master will have to inform Product Owner and the stakeholders.

Options:

C- In the next Sprints, the Developers keep making sure that all of the selected scope per Sprint is as done as possible, at least at the past level of 90%. In every Sprint the undone work of the previous Sprint is estimated and added to the Sprint Backlog. It comes on top of the expected forecast of 13 units, so it does not mess up progress on the product Backlog.

D- The Developers inform Marian that the progress she has perceived to date is not correct The Increment is not releasable. They give Marian their estimate of the effort it would take to get the past work done, and suggest doing that work first before proceeding with new features. The Developers also re-estimate the effort to complete the remaining backlog, including all testing. In the end, it is Marian's call to continue the project or to cancel.

Answer:

D

Explanation:

The most effective way to recover is to restore transparency and trust by informing the Product Owner that the progress she has perceived to date is not correct. The Increment is not releasable because it does not meet the Definition of Done¹², which is a shared understanding of what it means for work to be complete¹². The Developers should give the Product Owner their estimate of the effort it would take to get the past work done, and suggest doing that work first before proceeding with new features. This way, the Developers can ensure that they deliver a valuable, useful, and potentially releasable Increment every Sprint¹². The Developers should also re-estimate the effort to complete the remaining backlog, including all testing, and communicate any changes or risks to the Product Owner. In the end, it is the Product Owner's call to continue the project or to cancel it, based on the value and feasibility of the product¹².

Some reasons why the other options are not correct are:

A: The Developers set the open work aside to be performed in one or more release Sprints. They remind Marian to find funding for enough Release Sprints in which this remaining work can be done. This option is not correct because it violates the Scrum framework and the Scrum values. The Scrum framework does not prescribe any release Sprints or separate phases for testing or integration¹². The Scrum values include commitment, focus, openness, respect, and courage¹². The Developers should commit to delivering a potentially releasable Increment every Sprint, not postpone or hide their undone work. The Developers should focus on creating value for the customers and users, not on meeting artificial deadlines or metrics. The Developers should be open and honest about their progress and challenges, not mislead or deceive the Product Owner. The Developers should respect the Product Owner's authority and accountability for maximizing the value of the product and the work of the Developers¹², not shift the responsibility or blame to them. The Developers should have the courage to face their problems and seek help, not avoid or ignore them.

B: Transparency needs to be restored by adding the undone work to the Product Backlog. The Developers must figure out a way to deliver in the upcoming Sprints a velocity of not only 13 units of new work, but also two additional points to catch up undone work. It is the Scrum Master's duty to assess whether such repair is possible. If not, the Scrum Master initiates a restart with a more reliable team or cancels the project. The Scrum Master will have to inform Product Owner and the stakeholders. This option is not correct because it violates the Scrum framework and the Scrum roles. The Scrum framework does not prescribe any velocity or points as measures of progress or success¹². The Scrum roles include Product Owner, Scrum Master, and Developers¹². The Product Owner is accountable for maximizing the value of the product and the work of the Developers¹², not for tracking or controlling their velocity or points. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide¹, causing change that increases the productivity of the Scrum Team¹, and working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization¹, not for assessing or judging the performance of the Developers or initiating a restart or cancellation of the project. The Developers are accountable for creating a valuable, useful, and potentially releasable Increment every Sprint¹², not for meeting a predetermined velocity or points target.

C: In the next Sprints, the Developers keep making sure that all of the selected scope per Sprint is as done as possible, at least at the past level of 90%. In every Sprint the undone work of the previous Sprint is estimated and added to the Sprint Backlog. It comes on top of the expected forecast of 13 units, so it does not mess up progress on the product Backlog. This option is not correct because it violates the Scrum framework and the Scrum values. The Scrum framework requires that each Sprint delivers a potentially releasable Increment that meets the Definition of Done¹², not a partially done or incomplete product that accumulates technical debt or quality issues. The Scrum values include commitment, focus, openness, respect, and courage¹². The Developers should commit to delivering a potentially releasable Increment every Sprint, not compromise on quality or value. The Developers should focus on creating value for the customers and users, not on meeting artificial deadlines or metrics. The Developers should be open and honest about their progress and challenges, not hide or ignore their undone work. The Developers should respect the Product Owner's authority and accountability for maximizing the value of the product and the work of the Developers¹², not burden them with additional work or risk. The Developers should have the courage to face their problems and seek help, not avoid or ignore them.

What is an Increment? | Scrum.org

What is a Product Increment? | Scrum.org

Question 10

Question Type: MultipleChoice

A Scrum Team has been using the Daily Scrum to report Sprint progress to the Product Owner, because the Product Owner wants to track what every Developer is working on every day. What is the best thing for the Scrum Master to do?

(choose the best answer)

Options:

- A- Coach the Product Owner and the Developers on the purpose of Scrum events and let them figure out how to deal with this situation.
- B- Start attending the Daily Scrum so that whenever the Developers have a conflict with the Product Owner, the Scrum Master can resolve the conflict
- C- Nothing. The Product Owner can continue to track progress at the Daily Scrum.
- D- Ask the Product Owner to stop attending the Daily Scrum.

Answer:

A

Explanation:

This is the best answer because it is consistent with the Scrum Master's accountability to educate and coach the Scrum Team and the organization on the Scrum framework and its principles¹². By coaching the Product Owner and the Developers on the purpose of Scrum events, the Scrum Master can help them understand that the Daily Scrum is not a status report or a performance review, but a time to inspect and adapt their progress toward the Sprint Goal³⁴. By letting them figure out how to deal with this situation, the Scrum Master can also respect and enable their self-organization and collaboration¹².

Question 11

Question Type: MultipleChoice

One Scrum Team is developing a product. They track how much software they produce as velocity. Their current velocity is 18 units of done work. A second team will be added to work on the same product. What is the most likely impact on the velocity of the original team?

(choose the best answer)

Options:

- A- Their velocity is likely to increase and be higher than 18.
- B- Their velocity is likely to decrease and be lower than 18.
- C- Their velocity is likely to be not affected and stay at 18.

Answer:

B

Explanation:

Adding a second team to work on the same product will introduce some challenges and overheads that can affect the velocity of the original team. For example, the teams will need to coordinate and communicate more frequently, integrate their work more often, resolve any dependencies or conflicts, and align their standards and practices. These activities will consume some time and effort that could otherwise be spent on delivering value. Therefore, the velocity of the original team is likely to decrease and be lower than 18, at least in the short term.

Professional Scrum Master II Course, page 16: "Adding more people to a complex product development effort does not necessarily increase productivity or reduce time to market. In fact, it often has the opposite effect."

Nexus Guide 2020, page 5: "When multiple Scrum Teams are working together on the same product, there are additional complexities that arise. These complexities can be reduced by having the teams adhere to a common definition of "Done" and a single Product Backlog."

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