



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

Professional Scrum Master level II (PSM II)

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### QUESTION 1

Steven, a Scrum Master, has been hired by an organization that is new to Scrum. He has been invited to meet the IT and product management team to kick-off the project. During the meeting the Product Owner asks how many Sprints will be needed to address the entire architecture and infrastructure before working on the features for the new product.

What are the two best responses for Steven to explain how such work is handled in Scrum? (Choose two.)

- A. You explain that product management should not worry about technical solutions. You inform them that the developers will work with the IT department when needed and keep the Product Owner updated on additional time required for each Sprint. The additional effort will be added to the top of the Sprint Backlog before Sprint Planning.
- B. You explain that it is more effective when architecture and infrastructure emerge alongside the development of business functionality. The additional advantage is that business value is created more quickly and earlier.
- C. You confirm that architecture and infrastructure is needed before starting on business functionality but the estimated budget will be difficult to estimate. You suggest that the first Sprint will be dedicated towards building the technical foundation in order to get an accurate estimation for any additional budget and time required.
- D. You coach the Product Owner and Development Team to add this work to Product Backlog to ensure transparency, have the Development Team estimate the work and do this in early Sprints while also creating some business functionality in the early Sprints.

Correct Answer: BD

When working on complex problems in complex environments, it is difficult to fully predict all future needs and the best solutions will emerge as the work is being performed.

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### QUESTION 2

How should a Scrum Master respond if the Product Owner plans the first Sprint to only focus on setting up the infrastructure and architecture in order to work on functionality in a subsequent Sprint?

- A. Help the Product Owner understand the value of including business functionality into every Sprint and explain to him/her that the best architecture and infrastructure emerge alongside the development of the functionality.
- B. Support the Product Owner's decision as he/she is accountable for maximizing the value of the work that the Development Team does.
- C. Explain that one Sprint may be too short to finish the architecture and he should pre-allocate subsequent Sprints just in case.
- D. Add at least one technical architect to the Development Team to ensure the architecture can be completed in the first Sprint.

Correct Answer: A

Getting feedback from the Users and Stakeholders is a crucial activity in Scrum. It reduces waste from building items that add no value. Saying that, the best architectures, requirements, and designs emerge from self-organizing teams.

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### QUESTION 3



Who determines how to do the work during the Sprint?

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

Correct Answer: C

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#### QUESTION 4

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.

Correct Answer: BC

The Scrum Master is responsible for promoting and supporting Scrum by helping everyone embody the values of commitment, courage, focus, openness and respect.

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#### QUESTION 5

Which two behaviors would reflect Servant Leadership in a Scrum Master? (Choose two.)

- A. Facilitating Scrum Events as requested or needed.
- B. Coaching the Development Team, the Product Owner and the organization on how to work empirically.
- C. Staying away from internal Development Team interactions, maximizing their autonomy and freedom.
- D. Resolving every impediment for the Development Team.

Correct Answer: AB

The Scrum Master is responsible for serving the team by facilitating and removing impediments to ensure there are minimal roadblocks in the way of the team. The Scrum Master also coaches the Scrum Team

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and organization to ensure the benefits of Scrum is realized.

"Removing every impediment for the Development Team" may seem like the right thing to do but by doing it this way, the Dev Team's ability to self-organize would be limited. There are some impediments that will depend solely on the Scrum Master and there will be some that require collaboration with the Dev Team.

The former might be working with the finance department to renew services that the team is using. The latter might be lack of skills to make a particular item done.

The Scrum Master can coach the team on finding different solutions to resolve the issue.

"Removing impediments" is good. "Removing every impediment for the Development Team" is not so good and sometimes not even possible.

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