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QUESTION 1

You have been hired as a Scrum Master for a company that has been doing business for over fifty years. In order to stay competitive, they have started an initiative to digitize their legacy systems. The company has several Scrum Teams working on different components that will be integrated to a single back office platform.

Your team is responsible for building the back office platform and integrating all other components. The Scrum Teams work in two week Sprints and are expected to deliver all functionality in six Sprints.

During development the requirement changes in the other components have been slowing down your team's progress. Because of these changes, your team has estimated that they will not be able to deliver all expected work within the original timeframe. The Scrum Teams working on the other components confirm that they are still on track to meet the expected delivery date. The program manager in charge of the digitization initiative is upset and angry with your team.

As a Scrum Master, what could you do to help the Product Owner?

- A. You suggest working with the program manager and the other teams on the ordering and the value of your team's open Product Backlog items to redefine the possible delivery date.
- B. You shorten your team's Sprints to be ready sooner.
- C. You remove all items from the Product Backlog for which development is forecasted to be beyond the expected date. These are likely to be low value anyhow.
- D. You suggest adding additional developers to the team in order to increase velocity and meet the original date.

Correct Answer: A

The Scrum Master serves the Product Owner in several ways, including:

Finding techniques for effective Product Backlog management;

Helping the Scrum Team understand the need for clear and concise Product Backlog items;

Understanding product planning in an empirical environment;

Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value.

QUESTION 2

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.

Correct Answer: B

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.

QUESTION 3

What is the recommended size for a Development Team (within the Scrum Team)?

- A. 3 to 9
- B. Minimal 5
- C. 7 plus or minus 2
- D. 9

Correct Answer: A

QUESTION 4

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

- A. True
- B. False

Correct Answer: B

QUESTION 5

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.

Correct Answer: AC

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.

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