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Exam : **PSM-II**

Title : Professional Scrum Master
level II (PSM II)

Vendor : Scrum

Version : DEMO

NO.1 How should requirements be distributed when multiple Scrum Teams work on the same product?

(choose the best answer)

- A.** They must be selected from one Product Backlog in such a way that each Scrum Team has an equal volume of requirements per Sprint.
- B.** The Scrum Teams pull in work from a shared Product Backlog in agreement with the Product Owner and the other teams.
- C.** The Scrum Team with the highest velocity pulls items from an overall Product Backlog first
- D.** The Product Owner decides by providing each team with its own Product Backlog.

Answer: B

Explanation

When multiple Scrum Teams work on the same product, they share one Product Backlog that contains all the requirements for the product. The Product Owner is responsible for ordering and refining the Product Backlog items, but does not assign them to specific teams. Instead, the Scrum Teams pull in work from the Product Backlog in agreement with the Product Owner and the other teams, based on their capacity, skills, dependencies, and Sprint Goals. This way, the Scrum Teams can self-organize and collaborate to deliver a coherent and valuable product Increment.

References:

The Scrum Guide, November 2020, p. 7-8

Can two teams work on one product backlog?, Scrum.org, January 6, 2020

NO.2 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)

- 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: A

Explanation

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 dependencies¹²³.

References: 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/blo>

NO.3 During a Sprint Review, the Product Owner determines that she is going to release the current Increment to production. The stakeholders ask to stop the Sprint to react more quickly to the user feedback that is expected after this release. The Product Owner prefers to continue the Sprint to make progress with the next release.

You facilitate a discussion on how to proceed.

What are two acceptable results of this discussion?

(choose the best two answers)

- A.** Continue sprinting but shorten the Sprint length to allow for shorter feedback loops.
- B.** Stop sprinting and let the Developers work on new customer requests as they arise.
- C.** Continue sprinting and include the customer feedback in the Product Backlog.
- D.** Continue sprinting but allow customer feedback to change the Sprint Goal within the Sprint.

Answer: A C

Explanation

The Sprint Review is an event that inspects the outcome of the Sprint and determines future adaptations. The Product Owner has the authority to release the Increment to production at any time, but this does not mean that the Sprint has to be stopped or changed. The stakeholders can provide feedback and suggestions for the product, but they cannot interfere with the Sprint Goal or the Sprint Backlog within the Sprint. The Scrum Team can decide to:

Continue sprinting but shorten the Sprint length to allow for shorter feedback loops (A), which is a valid option if the Scrum Team agrees that this will improve their agility and value delivery. However, this should not be done frequently or arbitrarily, as it may disrupt the rhythm and focus of the team. Continue sprinting and include the customer feedback in the Product Backlog, which is the most appropriate option as it respects the empirical nature of Scrum and allows the Product Owner to prioritize and order the Product Backlog based on new insights and stakeholder needs.

References: : [Scrum Guide], The Sprint Review : [Scrum Guide], The Product Owner : [Scrum Guide], The Sprint : [Scrum Guide], The Product Backlog

NO.4 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)

- 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, there by 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.

References:

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."

NO.5 A Scrum Master colleague of yours wants some guidance on what to do in the following situation. During the Daily Scrum, one Scrum Team member, who is a key central figure in the organization, drags on and on about things which actually are interesting but not relevant for the Daily Scrum, day after day. What are two suggestions you would offer to your colleague?

(choose the best two answers)

- A.** You suggest taking the person aside and asking them what they believe the key outcomes are for the Daily Scrum. Effectively coaching them to help create focus during the Daily Scrum.
- B.** You contact the team member's Line Manager and raise this as an impediment to the Manager, and ask that they resolve this matter.
- C.** You suggest using a timer, to limit the time each person can speak at the Daily Scrum.
- D.** You suggest passing a token around. The person holding the token has the floor to speak for an allotted amount of time.
- E.** You suggest coaching the Developers to help them find a way to solve the problem, and own the solution.

Answer: A E

Explanation

A: You suggest taking the person aside and asking them what they believe the key outcomes are for the Daily Scrum. Effectively coaching them to help create focus during the Daily Scrum.

This is a good suggestion because it shows respect and empathy for the person, while also helping them understand the purpose and value of the Daily Scrum. Coaching is one of the core competencies of a Scrum Master, and it can help the person self-reflect and improve their behavior¹². E. You suggest coaching the Developers to help them find a way to solve the problem, and own the solution.

This is another good suggestion because it empowers the Developers to take ownership of their own process and communication. The Scrum Master's role is not to impose rules or solutions, but to

facilitate and enable the team's self-organization and collaboration¹². By coaching the Developers, the Scrum Master can help them address the issue in a constructive and respectful way.

References: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian

NO.6 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)

- A.** The Developers will produce a status report indicating what each individual has done the past working day, and now 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.
- B.** 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.
- C.** 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.
- D.** 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.
- E.** 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.

Answer: D,E

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.

References:

What is a Daily Scrum?| Scrum.org

What Is the Daily Scrum?| A Guide to the Daily Event - Scrum Alliance

NO.7 What is one way to determine if the Product Owner is interacting with the Developers enough throughout a Sprint?

(choose the best answer)

- A.** The Developers should determine the percentage of time the Product Owner is required to be present and monitor whether the Product Owner's average presence is around this figure.
- B.** Check the Daily Scrum reports to see whether the Product Owner was present at the majority of the Daily Scrum meetings.
- C.** Observe whether the Developers need to ask the Product Owner questions at times other than during the Daily Scrum.
- D.** Product Owners and Developers are satisfied with the increment.

Answer: D

Explanation

The best way to determine if the Product Owner is interacting with the Developers enough throughout a Sprint is to observe whether both parties are satisfied with the Increment. The Increment is a concrete stepping stone toward the Product Goal¹. It must be usable and meet the Definition of Done¹. The Product Owner is accountable for maximizing the value of the product resulting from the work of the Developers¹. The Developers are accountable for creating a valuable, useful, and potentially releasable Increment every Sprint¹. Therefore, if both the Product Owner and the Developers are happy with the quality and value of the Increment, it means that they have communicated and collaborated effectively throughout the Sprint.

Some reasons why the other options are not correct are:

A: The Developers should determine the percentage of time the Product Owner is required to be present and monitor whether the Product Owner's average presence is around this figure. This option is not correct because it implies that there is a fixed or optimal amount of time that the Product Owner should spend with the Developers, which may not be true. The Product Owner's interaction with the Developers may vary depending on the context, complexity, and uncertainty of the product and the Sprint. The Scrum Guide does not prescribe any specific time or frequency for the Product Owner's involvement with the Developers¹. The Product Owner should be available to provide guidance and feedback to the Developers as needed, but not interfere with their self-organization and autonomy¹.

B: Check the Daily Scrum reports to see whether the Product Owner was present at the majority of the Daily Scrum meetings. This option is not correct because it assumes that the Daily Scrum is a meeting where the Product Owner should be present, which is not true. The Daily Scrum is an event for and by the Developers¹², not for reporting or accountability to anyone else. The Product Owner may attend as an observer or a collaborator, but only if invited by the Developers¹². The presence or absence of the Product Owner at the Daily Scrum does not indicate how much they interact with the Developers throughout the Sprint.

C: Observe whether the Developers need to ask the Product Owner questions at times other than during the Daily Scrum. This option is not correct because it implies that asking questions is a sign of insufficient interaction, which may not be true. Asking questions is a natural and healthy part of communication and collaboration between the Product Owner and the Developers. It shows that they are engaged, curious, and willing to learn from each other. It also helps them to clarify requirements, expectations, and feedback, and to resolve any ambiguities or conflicts. Asking questions does not necessarily mean that there is a lack of interaction, but rather that there is a need for more information or clarification.

References:

What is an Increment? | Scrum.org

What Is a Daily Standup? | A Guide to Running Effective Standup Meetings | Atlassian

NO.8 You are the Scrum Master for three Scrum Teams working on the same product. There is a single Product Backlog that all three Scrum Teams select from. Management is eager to improve the productivity of the teams and wants to standardize velocity across all three teams so that they can see how each team is delivering value. When responding to management, which two statements are appropriate?

(choose the best two answers)

- A.** Incentivizing teams based on velocity can boost the Scrum Team's motivation to create more value.
- B.** Standardizing velocity across teams can help with understanding which teams are creating more value.
- C.** Velocity has no direct relationship with 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: C D

Explanation

C: Velocity has no direct relationship with value. This is a true statement, as velocity is a measure of the amount of work done by a Scrum Team in a Sprint, not the value or quality of that work. Velocity can vary depending on many factors, such as the size, complexity, and priority of the Product Backlog items, the skills and experience of the Developers, the Definition of Done, and the Sprint length. Therefore, velocity is not a reliable indicator of value creation or team performance.

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. This is a true statement, as velocity is a team-specific metric that reflects how much business functionality the Scrum Team can deliver in a Sprint. Velocity can help the Scrum Team to forecast how many Product Backlog items they can select for the next Sprint, based on their past performance and current capacity. However, velocity is not a goal or a target for the Scrum Team, and it should not be compared across teams.

References:

Professional Scrum Master II Course, page 15: "Velocity is a measure of how much work a team can complete in a given time period. It is usually expressed in terms of story points or function points per Sprint." Professional Scrum Master II Course, page 16: "Velocity is not a measure of value or quality. It does not tell us anything about the usefulness, usability, or desirability of the product increment." Professional Scrum Master II Course, page 17: "Velocity is unique to each team and depends on many factors, such as the size and complexity of the work items, the skills and experience of the team members, the definition of done, and the length of the Sprint." Professional Scrum Master II Course, page 18: "Velocity can be used as an input for Sprint Planning, to help the team forecast how much work they can realistically accomplish in the next Sprint. However, velocity is not a goal or a target for the team, and it should not be used to compare or evaluate teams."