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Scrum PSM-II Exam Syllabus Topics:

TopicDetailsTopic 1- Evolving the Agile Organization- Understanding and Applying the Scrum FrameworkTopic 2- Product Backlog Management, Stakeholders & Customers- Managing Products with AgilityTopic 3- Developing and Delivering Products Professionally- Empiricism, Scrum Values, Roles, Events, ArtifactsTopic 4- Self-Organizing Teams, Facilitation, Leadership Styles, Coaching and MentoringTopic 5- Developing People and Teams- Managing Technical Risk- Organizational Design & Culture

The benefit of obtaining the Scrum PSM II: Professional Scrum Master II Exam Certification

Scrum Master Certification is a symbol of honor. Your team will never doubt your eligibility as a mentor and will become more open to your thought processes and insights.The certification enables self-motivation, which can help improve the efficiency of the team.Having a Scrum Master Certified Professional in the team is always a plus for the organization.This will help you to create a job atmosphere that is useful for the growth of the business.This certification serves as concrete evidence for employers who are searching for employees with agile development skills.The qualification allows easy involvement in tteam events and brings a sense

of ownership.

Difficulty in Writing Scrum PSM II: Professional Scrum Master II Exam

In general, the exam is not challenging at all if the exam is prepared with the good **PSM II exam dumps**. The key to any Agile method is practice. Agile methods demand empirical practice so the candidate should prepare with the help of **PSM II practice exams**. They are very simple to read, understand and apply. The magic is in practice, in the application. That is where you observe, that is where the nuances come in, that is where you understand the practical challenges in your organization, and that is where you refine your knowledge and application of Agile. Certifications are only meant as an advertisement of your knowledge, a formalization, and not a necessary end in itself. If however one is taking the certification exam without prior practice and no foundation of empirical observation it is going to be tricky. If you have practiced Scrum for about 4-6 iterations before taking the training and also before taking the certification exam, it is not difficult at all. Scrum Master Certified PSM II is a privileged achievement one could be graced with. **PSM II practice test** gives the complete overview of the exam.

NO.102 Stakeholders are only allowed to meet with the Scrum Team at Sprint Review.
* True
* False
Explanation

Explanation:

Getting feedback from Stakeholders is a crucial activity in Scrum. Working with stakeholders frequently ensures the team to focus on the right things to build. Although it is required to have Stakeholders at Sprint Review, they can also engage with the Scrum Team during Product Backlog Refinement, Sprint Planning or during the Sprint if the Scrum Team requires it.

NO.103 Which two statements are the most accurate in regards to scaling Scrum for large projects requiring multiple Scrum Teams? (Choose two.)
* A person focusing on the Sprint Backlog of a single Scrum Team is often more productive than that same person working on multiple Scrum Teams at the same time.
* A well-structured Product Backlog can minimize and often eliminate Development Team members working on multiple Scrum Teams during a Sprint.
* Team members must work full time on a single Scrum Team.
* Customizing the core Scrum framework is necessary to be successful with Scrum at large scale.
A person or team working on a single problem at a time is typically more effective than one that is working on multiple problems congruently as they can fully focus and dedicate their energy to resolving the problem before moving to the next. Having a well-structured Product Backlog can help minimize dependencies and increase focus for each team.

NO.104 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?

* 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.
* You shorten your team’s Sprints to be ready sooner.
* 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.
* You suggest adding additional developers to the team in order to increase velocity and meet the original date.
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.

NO.105 How much time is allowed between the conclusion of the current Sprint and the start of the next Sprint?
* Maximum of one day for Sprints that are time-boxed to two weeks.
* None. A new Sprint starts immediately following the conclusion of the previous Sprint.
* Enough time for the last Increment to finish testing.
* Enough time for the Product Owner to prepare the Product Backlog for Sprint Planning.
* All of the above are allowed.
Explanation/Reference:

NO.106 According to Scrum theory, how should a group of fifty people be divided into multiple Development Teams?
* Allow the team leads to divide and select teams.
* Understanding the product, the product vision and the Scrum framework, the group self-organizes into teams.
* Create a skills matrix, identify role levels, and years of experience to assign people to teams.
* The teams will rotate members every Sprint to spread knowledge.

NO.107 What are typical Product Owner activities during Sprint 0?
* Creating a project plan based on the defined timeline.
* Ensuring there is enough work to do for at least three Sprints.
* Creating User Stories based on the requirements document.
* Allocating enough resources before starting Sprint 1.
* There is no such thing as Sprint.
There are no special Sprints. All Sprints are structured to produce potentially shippable product Increments.

NO.108 Which role is responsible for engaging with stakeholders?
* The team lead
* The business analyst
* The project manager
* The Development Team
* The Product Owner

NO.109 During the implementation of an item in the Sprint Backlog, a conflict arises between team members about what work is needed to make the item ‘done’. Some say it is a part of the Definition of Done and others say it isn’t. Steven, the Scrum Master, observes a debate forming and members beginning to take sides.

What is the best action for Steven to take?

* Bring the Development Team members together and interpret the Definition of Done for them so that there are no future conflicts on interpretation.
* Immediately end the discussion before it becomes worse. Make the decision on what work is needed to make the item ‘done’ and teach the team about the importance of avoiding conflicts.
* Facilitate a session with all members on the Scrum Team to help them resolve the conflict, refine the Definition of Done, and become effective again. Tell the team that conflicts are a natural occurrence and coach them on the value of resolving conflicts.
* Bring the Product Owner to the discussion and have him/her decide the work needed to make the item ‘done.’ It is the Product Owner’s responsibility to manage the Development Team members.

The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps the Scrum Team understand which of their interactions are helpful and which are not. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team.

NO.110 What action should a Scrum Master take if the Development Team has decided that Retrospectives are no longer necessary?
* Start facilitating more productive and useful Retrospectives.
* Suggest reducing the frequency of the Retrospectives.
* Extend the Sprint time-box in order to fit the Retrospectives.
* Comply with the team’s decision.

NO.111 Which statement is FALSE in regards to the Sprint Goal?
* It is only a forecast and changes during the Sprint as more is learned.
* If it doesn’t seem achievable, the Development Team has the courage to tell the Product Owner.
* The Product Owner respects the Development Team’s opinion on whether they can achieve it.
* It helps increase focus.
* The Scrum Team discusses openly about alternative ways to reach it.
* The Development Team commits to it.

The Sprint Goal is an objective set for the Sprint that can be met through the implementation of Product Backlog. It provides guidance to the Development Team on why it is building the Increment.

NO.112 Steven, who is a Scrum Master, on one of the Scrum Teams has approached you asking for advice. Their Daily Scrum requires more than 15 minutes and the team has suggested dividing themselves into two separate teams in order to stay within the time box.

As another Scrum Master, what would be the best response?
* Agree – this is an appropriate solution to the problem.
* Disagree – as the root cause may not be that the team is too big.
* Unsure – dividing a team into two cannot be decided based on this information. You offer to observe.
* Agree – You agree that dividing the team into two is a good strategy to allow the teams to learn how to run Daily Scrums quickly and effectively. Once they’ve learned to limit the Daily Scrum to 15 minutes, you can merge the teams again.
The relationship between cause and effect can become more clear when more information emerges.

NO.113 What would be the main benefits of self-organization?
* Increased rule compliance, self-accountability, commitment.
* Increased rule compliance, self-accountability, output.
* Increased capacity, accuracy of estimates, output.
* Increased creativity, self-accountability, commitment.
Self-organized teams allow teams to creatively solve difficult problems, be accountable for the work they do, and commit to each other and the goals of the team.

NO.114 The Scrum values promote Development Teams be cross-functional and have all the skills needed to build a product within the team.

While starting Scrum, what would be the advantages of keeping the existing component teams (e.g. design, database, backend, frontend)?
* Component teams would have all the skills needed to focus on their specific technical layer.
* Component teams generally have all the skills needed to deliver shippable Increments that add business value.
* Because their productivity is already predictable, they can deliver shippable Increments more quickly than a newly formed team.
* Because they have been working together for some time, there will be less initial disruption than a newly formed team. As they begin working, they will discover what works best and how to move towards cross- functional teams.
* There is less communication overhead than working in feature teams.
The ones that will be doing the work are the best ones to decide on what Development Team structures work best.

NO.115 A Development Team, that has remote team members, typically spends time before the Daily Scrum to setup the meeting rooms and conference calling equipment and tools in order to have their Daily Scrum.

How should the Scrum Master handle this situation?
* Allow the Development Team to self-manage and decide for itself what to do.
* Setup the meeting and tell the Development Team that is how it will be done.
* Ask the Development Team members to alternate who is responsible for meeting setup.
* Inform management and ask them to solve it.
As a self-organized team, they will decide for themselves how to best manage communication between team members. The Scrum Master will only take action if requested OR if he/she observes that there is a potential problem.

NO.116 A new Product Owner has joined an existing Scrum Team that has been working together for eight Sprints. The Development Team has grown to have a good understanding of the functionality and business for the product they have been building. The Product Owner, being new to the company, is unsure about his responsibilities.

As a Scrum Master explain what two acceptable ways of helping the Product Owner would be. (Choose two.)
* You advise the Product Owner to start building a good relationship with the stakeholders of the product.

Ongoing interaction with them is important to regularly align with changing organizational or market expectations. The Product Owner is also expected to invite the right stakeholders to the Sprint Review meeting.
* You inform the Product Owner that, in today’s highly competitive markets, it is important that the Development Team is updated on changing business priorities on a daily basis. The Daily Scrum allows the Development Team to adapt to the changes in scope without delay.
* You tell the Product Owner to make sure that there are no ambiguities or possible misunderstandings in the items on the Product Backlog when they are handed over to the Development Team. This is best done by capturing the functional requirements during an analysis phase, resulting in documents that are considered as the working product of such analysis Sprints.
* You advise the Product Owner to rely on the Development Team and the stakeholders to formulate the Product Backlog, as they are the ones most knowledgeable. By asking Question:s and working with them the Product Owner will quickly be up to speed.
The ones that are closest to the work are the best ones to understand and explain what the work is and what the needs of the users and product are.

NO.117 Why is it important that there is only one Product Owner per product?
* The Scrum Master knows who will be his back-up whenever he is unavailable, it saves the organization time and money, and the Development Team knows who to request tasks from.
* It is clear who is accountable for the ultimate success of the product, the Development Team always knows who determines priorities, and it helps avoid barriers to effective communication and rapid decision- making.
* It isn’t important as multiple Product Owners can easily share a single Product Backlog.

NO.118 A new Product Owner is hired to work on an existing product that has ongoing for five Sprints. He/she is unsure about all of

the responsibilities of a Product Owner. Which of these Product Owner’s activities are defined in Scrum?

* Writing User Stories.
* Interacting with stakeholders and ensuring that the most valuable functionality is always produced first.
* Describing features as Use Cases.
* Ensuring work is completed within scope and time.

NO.119 When does a Sprint end?

* When there is no work remaining in the Sprint Backlog.
* When the time-box expires.
* It depends on the Product Owner.
* Immediately after the conclusion of the Sprint Review.

Explanation/Reference:

NO.120 How often should Development Team membership change?

* Frequently in order to share knowledge.
* As needed, while taking into account a short term reduction in productivity.
* Never, as it conflicts with the Scrum process.
* As needed, as long as it doesn’t impact productivity.

It is not mandatory that the same team stay together, although it must be understood that any changes to the team will impact how they work together.

NO.121 What would be typical Scrum Master activities during the Sprint?

* Monitor the progress of the Development Team and assigning tasks.
* Remove impediments and facilitating inspection and adaptation opportunities as requested or needed.
* Avoiding conflicts and escalating to the line managers if conflicts occur.

NO.122 What Development Team structure is best suited to produce integrated increments?

* Every Development Team has the abilities to develop functionality from beginning to end throughout all technical layers.
* Each Development Team specializes in one technical layer of the system (e.g. GUI, database, middle tier, interfaces).

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