Scrum

PSM-II
Professional Scrum Master II

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Question: 1

An important aspect of Scrum are timeboxes. Select two ways in which timeboxing reinforces the creation of value.
(choose the best two answers)

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: CD

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.
Reference: 1: What Is Timeboxing in Scrum? - Visual Paradigm 2: What Is Timeboxing in Scrum and What Are the Benefits? Scrum Alliance

Question: 2

You are the Scrum Master of a Scrum Team that is new to Scrum. The Product Owner comes to you halfway through the Sprint and says, "l do not feel like the De-velopers will be able to meet the forecast that they developed during Sprint Planning." What should you do in this situation?
(choose the best answer)

A. Coach the Product Owner that achieving the Sprint Goal is the Scrum Team's objective. A forecast is only used to initially estimate the effort required to reach the Sprint Goal.
B. Agree to help the Product Owner by having a discussion with the Developers about the importance of meeting their forecast.
C. Add more people to the Scrum Team to meet the Product Owner's ex-pectations.

D. Talk to the Developers. Challenge and inspire them to complete all of the work so that they meet their forecast.

Answer: A

Explanation:
Coach the Product Owner that achieving the Sprint Goal is the Scrum Team's objective. A forecast is only used to initially estimate the effort required to reach the Sprint Goal.
This is true because the Scrum Master's role is to help the Product Owner understand the Scrum framework and its principles, such as empiricism, self-organization, and collaboration12. The Scrum Master should also remind the Product Owner that the forecast is not a commitment, but a plan that can be adjusted based on the Sprint progress and feedback3 . The Scrum Master should focus on the value and outcome of the Sprint, rather than the output and scope.
Reference: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian 3: [Scrum Guide | Scrum Guides] : What Is a Scrum Master (and How Do I Become One)? - Coursera

Question: 3

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: AE

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

Question: 4

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)

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: CD

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.
Reference: 1: What is a Scrum Master? | Scrum.org 2: What is a scrum master? [+ Responsibilities] | Atlassian 3: What's the role of the Product Owner at the Daily Scrum? | by Maarten Dalmijn | Serious Scrum | Medium : Scrum Guide | Scrum Guides : Product Owner's Role in a Daily Scrum: How to Support the … - Eleken : The Power of Intrinsic Motivation - Forbes

Question: 5

True or False: Using Scrum ensures that adding more resources to a project proportionally increases the

value delivered.

A. True
B. False

Answer: B

Explanation:
Using Scrum does not ensure that adding more resources to a project proportionally increases the value delivered. In fact, adding more resources may have the opposite effect, as it can introduce more complexity, communication overhead, coordination challenges, and integration issues12. Scrum values quality over quantity, and focuses on delivering the most valuable and feasible outcomes in a given timebox3 . Scrum also encourages teams to be self-organizing and cross-functional, which means that they can work autonomously and collaboratively without relying on external resources or dependencies3 .
Reference: 1: Adding more resources in Scrum will proportionally increase the value … 2: The Mythical Man-Month - Wikipedia 3: Scrum - What is it, how it works, & how to start - Atlassian : How Scrum Teams can Complement Scrum by Adding Practices, Tools and …

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