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The Scrum PSM-II exam is conducted by Scrum.org, a global community of Scrum practitioners and trainers. The PSM-II certification is one of the highest levels of certification offered by Scrum.org and is recognized by the industry as a benchmark for Scrum mastery. PSM-II exam is designed to be challenging and requires candidates to have a thorough understanding of Scrum and its principles.

NEW QUESTION 15

The Development Team has suggested to move the Daily Scrum to every other day instead of every day.

What is the most appropriate action for the Scrum Master to take?

* Learn why the Development Team wants this, coach the team on why the Daily Scrum is important and work with them to improve the outcome of the Daily Scrum.

- * Support the self-organizing team's decision.
- * Have the Development Team members vote on which days the Daily Scrum should occur.

The Scrum Master is responsible for promoting and supporting Scrum as defined in the Scrum Guide. Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

NEW QUESTION 16

According to the values of Scrum, which is the best way to create Development Teams?

- * The Product Owner will create a skills matrix according to what is needed for the project and work with the technical leads to allocate resources to the team.
- * Work with the leadership team to allocate members according to skills, seniority and experience to ensure that all Development Teams are balanced fairly.
- * Provide boundaries to the developers and allow them to self-organize into Development Teams.

When the values of commitment, courage, focus, openness and respect are embodied and lived by the Scrum Team, the Scrum pillars of transparency, inspection, and adaptation come to life and build trust for everyone and self-organizing teams will be enabled to choose how best to accomplish their work.

NEW QUESTION 17

An organization wants to apply Scrum to build a new product and has hired Steven to be the Scrum Master of three new teams that will build the first release. The organization is new to Scrum and asks Steven for advice on how to start.

Which two things should Steven first advise? (Choose two.)

- * Each Scrum Team has its own Product Backlog with items only their team will be working on.
- * One Product Backlog to represent all of the known work needed to be done for the product.
- * Three Product Owners, one for each Scrum Team.
- * Having one Product Owner to be accountable for maximizing the flow of value throughout the development process and provide transparency on the overall progress.

The Scrum Master serves the organization in several ways, including: Leading and coaching the organization in its Scrum adoption; Planning Scrum implementations within the organization; Helping employees and stakeholders understand and enact Scrum and empirical product development.

NEW QUESTION 18

Select two ways in which Scrum uses time-boxing to promote self-organization? (Choose two.)

- * Time-boxes ensures that the Development Team commits to completing the items in the Sprint Backlog by the end of the Sprint.
- * Time-boxes encourage the ones closest to the problem make the best possible decisions within the time- frame given the current situation.
- * Time-boxes can help teams plan how many additional Sprints is needed for User Acceptance testing.
- * Time-boxes helps everybody concentrate on the same problem at the same time.

Time-boxes help everyone focus on the work of the Sprint and personally commit to achieving the goals of the Scrum Team.

NEW QUESTION 19

Successful use of Scrum depends on how well people behave and act in ways that reflect the Scrum values. What can the value of openness affect?

- * Collaboration efforts.
- * Level of product quality.
- * Team member happiness.

- * Time to market.
- * Trust from stakeholders.
- * All of the above.

The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work.

NEW QUESTION 20

An organization is using Scrum to build five new products.

What would be the best two options for the number of Product Owners the organization should have? (Choose two.)

- * There is one Product Owner for each product (so five in total). Each Product Owner may delegate, share and align work within their individual Product Backlog.
- * Enough Product Owners to delegate as much work needed to maximize utilization of all Development Team members.
- * There is one Product Owner responsible for all five products. This person is not allowed to delegate any of the Product Owner responsibilities as he/she is accountable for the success of each product.
- * There is one Product Owner responsible for all five products. In order to scale his/her role, he/she can delegate some of the individual Product Owner responsibilities to others within each product but would still remain accountable for the value of the work produced.

The Product Owner is the sole person responsible for maximizing the value of the product through the ordering and management of the Product Backlog. This reduces complexity in communication and understanding who to go to when there are questions about the product. The Product Owner may delegate his/her responsibilities but still remains accountable for the outcome of those responsibilities.

NEW QUESTION 21

At the eighth Sprint Review, the stakeholders are upset that the product being built is not what they expected and will incur additional costs that was not planned for.

What may have led to this?

- * The Scrum Master has not been reporting on the progress of the Scrum Team. The Product Owner has not been managing the Development Team's tasks effectively. The Development Team has not been improving their velocity.
- * The Scrum Master has not ensured that the project is transparent. The Product Owner has not made the stakeholders aware of the progress of the project. The stakeholders have not been attending the Sprint Reviews.
- * The Scrum Master has not been attending the Daily Standup. The Product Owner has not been using the Gantt chart correctly. The Stakeholders has not been invited to the Sprint Retrospectives.

Scrum requires significant aspects of the process to be visible to those responsible for the outcome. This includes transparency with internal and external stakeholders.

NEW QUESTION 22

Your organization requires all Increments to pass user acceptance testing (UAT) before it is allowed to be released to production.

Is it a good idea to postpone UAT until the end of the project to prevent the Development Team from being disrupted during the Sprints?

- * No, because the state of the Product Increment won't be transparent and the feedback loop would be too long.
- * It depends on the team's Definition of Done.
- * Yes, because the Development Team is a self-organizing team and should not be disrupted during development.
- * Yes, because UAT is done in a hardening Sprint before the release Sprint.

The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of Done. At the end of a Sprint, the new Increment must be Done, which

means it must be in useable condition and meet the Scrum Team's definition of 'Done'. An increment is a body of inspectable, done work that supports empiricism at the end of the Sprint. If UAT is a part of the team or organizational standard, then any delay in this activity will reduce transparency and increase risk.

NEW QUESTION 23

Steven is a Scrum Master for three Scrum Teams building the same product and working from the same Product Backlog. Management wants to standardize how velocity is calculated across all three teams in order to identify which teams are high performing and which teams need more support.

What would be the best two responses Steven could provide to management? (Choose two.)

- * There is no direct relationship between velocity and value.
- * Standardizing velocity across teams is a good way to understand which teams are producing the most value.
- * Providing incentives based on velocity can increase the Scrum Team's motivation to produce more value.
- * 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.

Working software is the primary measure of progress. Scrum is based on empirical process control theory where delivering working software frequently and measuring the impact helps the Product Owner maximize opportunity for the business to deliver value.

NEW QUESTION 24

The Scrum Master is responsible for the process in which Scrum is adopted and enacted.

- * True
- * False

NEW QUESTION 25

True or False: When scaling Scrum it is important to have multiple Scrum Teams working from one Product Backlog

- * True
- * False

Explanation

When scaling Scrum, it is important to have multiple Scrum Teams working from one Product Backlog, because this ensures that they are aligned on the same product vision, goal, and value¹². Having one Product Backlog also helps to reduce duplication, inconsistency, and waste, and to optimize the flow of work and feedback¹². The Product Owner is accountable for managing the Product Backlog and ensuring that it is transparent, ordered, and refined for the multiple Scrum Teams³. The Scrum Teams collaborate with the Product Owner and each other to deliver a single integrated product Increment every Sprint³.

References: 1: What is Scaling Scrum? | Scrum.org 2: Scaling Scrum with Nexus | Scrum.org 3: Scrum Guide | Scrum Guides : The Nexus Framework for Scaling Scrum: Continuously Delivering an Integrated Product with Multiple Scrum Teams

NEW QUESTION 26

During the Sprint Review the Product Owner introduces the functionality that is likely to be done over the next Sprints. The Chief Security Officer reminds everyone that through the envisioned functionality, sensitive personal user data will be stored. This might be the subject of external security audits. He reminds everyone of important non-functional requirements with regards to security. These were not applicable and not considered previously What are two effective ways the Scrum Team can manage these high-security concerns?

(choose the best two answers)

- * They are discussed, determined, and documented in parallel Sprints to not disturb the actual feature development. Once analyzed, they should be applied to the work already done before further feature development can continue.
- * The impact of these security concerns on past and future work needs to be determined before new Sprints can start. A list of security-related Product Backlog items needs to be passed on to the Product Owner before starting the next Sprint.
- * They are added to the Product Backlog and addressed throughout the next Sprints, combined with creating the business functionality in those Sprints, no matter how small that business functionality.
- * During the Sprint Retrospective, the Scrum Team assesses how to add these expectations to the Definition of Done so every future Increment will live up to these requirements. If needed they can work with external specialists to better understand the requirements.
- * They should be managed by a separate specialist team in a parallel Sprint, so they can be specifically resolved through an improved application design without hindering functional development.

Explanation

C: They are added to the Product Backlog and addressed throughout the next Sprints, combined with creating the business functionality in those Sprints, no matter how small that business functionality.

This is a good way because it is consistent with the Scrum principle of empiricism, which means that the Scrum Team learns and adapts based on the actual outcomes and feedback, rather than following a predefined plan¹². By adding these security concerns to the Product Backlog, the Product Owner can prioritize and refine them according to the value and urgency, and communicate them to the stakeholders. By addressing them throughout the next Sprints, the Scrum Team can deliver valuable and functional increments that also meet the security requirements³⁴. D. During the Sprint Retrospective, the Scrum Team assesses how to add these expectations to the Definition of Done so every future Increment will live up to these requirements. If needed they can work with external specialists to better understand the requirements. This is another good way because it is consistent with the Scrum value of openness, which means that the Scrum Team and the stakeholders have a clear and common understanding of the product vision, goals, progress, and risks¹². By adding these expectations to the Definition of Done, the Scrum Team can ensure that every future Increment meets the quality standards and satisfies the stakeholder needs. By working with external specialists, the Scrum Team can also leverage their expertise and experience to better understand and implement the security requirements³⁴.

References: 1: Scrum Values | Scrum.org 2: Scrum Values – Atlassian 3: Scrum Guide | Scrum Guides 4:

Scrum – What is it, how it works, & how to start – Atlassian

NEW QUESTION 27

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.

NEW QUESTION 28

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.

NEW QUESTION 29

Kevin is a senior developer that has recently joined an existing Scrum Team. The existing team members are unable to get along with Kevin and conclude that he is not a culture fit.

If necessary, who is responsible for removing the new team member, and why?

- * The Scrum Master because he/she is responsible for removing Impediments.
- * The Development Team is responsible because it is an internal team issue, and may request help from the Scrum Master.
- * The HR department, as they are responsible for the hiring process.
- * The Product Owner because he/she is responsible for managing the team.

The ones closest to the problem are the best ones to understand and solve the problems. The Scrum Master can remove members (if empowered). The Question : is focused on the ownership of the root problem. The Development Team is responsible for addressing internal conflicts and may request help from the Scrum Master if needed. Because this is a localized issue, they are the ones that must initiate the actions for the results they desire.

NEW QUESTION 30

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)

- * Nothing. The Scrum Master does not attend the Daily Scrum.
- * Take the opportunity to create more energy and team spirit and encourage everyone to participate in the applause.
- * Coach the Scrum Team about the purpose of the Daily Scrum.
- * 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.

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.

References: 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

NEW QUESTION 31

True or False: When multiple Scrum Teams work on the same product, they should employ a Definition of Ready to maximize their velocity. A Definition of Ready ensures that Sprint Planning can end within its timebox. This has a positive effect on the team's velocity, as the team will have more time for productive work.

- * True
- * False

Explanation

A Definition of Ready (DoR) is a set of agreements that lets everyone know when a product backlog item is ready to be taken into a sprint. A DoR can help the Scrum Team ensure that the product backlog items are clear, feasible, valuable, and testable. However, a DoR does not necessarily maximize the team's velocity, nor does it ensure that the sprint planning can end within its timebox. Velocity is a measure of how much work a team can complete in a sprint, and it depends on many factors, such as the team's capacity, skills, collaboration, and quality standards. A DoR may help the team avoid wasting time on unclear or incomplete items, but it does not guarantee that the team can deliver more value or faster. Similarly, a DoR may help the team prepare for the sprint planning, but it does not guarantee that the team can finish the planning within its timebox. The sprint planning is an empirical and collaborative event, where the team inspects the product backlog, negotiates with the product owner, and crafts a sprint goal and a sprint backlog. A DoR may reduce some uncertainties and risks, but it does not eliminate them. The team still needs to adapt to changing requirements and expectations, and make realistic and meaningful commitments.

References: 1: What is Definition of Ready in Scrum? | Visual Paradigm 2: Walking Through a Definition of Ready | Scrum.org 3: What is Velocity in Agile? | Atlassian : Velocity in Scrum | Scrum.org : Sprint Planning

| Scrum.org : Sprint planning | Atlassian

NEW QUESTION 32

An organization is planning to form five new Scrum Teams to work on building a single product. A few of the future team members ask the Scrum Master who will coordinate the work between the different Scrum Teams.

What action should the Scrum Master take?

- * Visit the five Development Teams daily to ensure alignment and that all Sprint Backlogs remain synchronized.
- * Teach them that it is their responsibility to form the teams such that each team will have the necessary skills, knowledge, and competencies to create an integrated Increment by the end of every Sprint.
- * Advise the teams to minimize dependencies by working on separate development branches and integrate at the end of four Sprint cycles.
- * At the end of Sprint Planning, collect all Sprint tasks and create a consolidated plan for the entire Sprint.
- * Teach the Product Owner to work with the technical leads on ordering Product Backlog in a way to avoid too much technical and development overlap during a Sprint.

Development Teams are structured and empowered by the organization to organize and manage their own work. This includes deciding how to form teams when multiple teams are needed. The resulting synergy optimizes the Development Team's overall efficiency and effectiveness. They are self-organizing. No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality.

NEW QUESTION 33

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.

NEW QUESTION 34

How should multiple Scrum Teams, working from the same Product Backlog, select the Product Backlog items their teams plan to work on?

- * The Product Owner will present the work and the Development Teams will select the items they will work on.
- * The Product Owner creates separate Product Backlogs for each Development Team.
- * Each Scrum Team would select an equal number of items.
- * The Product Owner assigns the work to each team.
- * The Scrum Team with the highest productivity will select the items first.

The ones doing the work are the best ones to decide what they can do and how to do it.

NEW QUESTION 35

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 questions 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.

NEW QUESTION 36

During Sprint Planning, the Development Team was not able to confidently forecast a Sprint Backlog but the Scrum Team was able to create a Sprint Goal for upcoming Sprint. What action should the Scrum Master take?

- * Postpone the Sprint in order for the Product Owner to refine the Product Backlog to the level needed.
- * Extend the Sprint Planning time-box until the Development Team can forecast enough items to begin the Sprint.
- * Forecast the most likely Product Backlog items to meet the goal and discuss in the upcoming Sprint Retrospective why this happened and what changes will make it less likely to recur.
- * Request assistance from the technical architect.

NEW QUESTION 37

The outcome of a Sprint can be impacted by which of the following? (Choose all that apply.)

- * The working relationships and skills of the people on the Scrum Team(s).

- * The complexity and stability of the technology.
- * The complexity of the requirements.

The knowledge, skills, behaviors of the team, and what's known and not known will impact not only how effective the team is but also the outcomes of what it can produce.

NEW QUESTION 38

How should requirements be distributed when multiple Scrum Teams work on the same product?

(choose the best answer)

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

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

NEW QUESTION 39

What guideline should the Scrum Master provide if the Product Owner asks how estimations should be made in Scrum?

- * Estimates must be made in Story Points.
- * Estimates must be in relative units.
- * The Development Team is responsible for estimates.
- * Estimates are made by the Product Owner.
- * Estimates must follow the Fibonacci Sequence.

The people who will perform the work make the final estimates.

Scrum PSM-II Certification Exam is a challenging exam that requires the Scrum Master to demonstrate a deep understanding of the

Scrum framework and its application in different settings. PSM-II exam tests the Scrum Master's knowledge of the Scrum framework, Agile principles, and the ability to apply Scrum principles in real-world situations. PSM-II exam is also designed to evaluate the Scrum Master's ability to adapt to changing requirements and challenges, and to work effectively with the Scrum team, Product Owner, and stakeholders.

Tested Material Used To PSM-II Test Engine: https://www.test4engine.com/PSM-II_exam-latest-braindumps.html