

Professional Scrum Master (PSM) II Practice Test (Sample)

Study Guide



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Questions

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- 1. What is the typical timebox for a Sprint Retrospective in a one-month Sprint?**
 - A. One hour**
 - B. Three hours**
 - C. Five hours**
 - D. Two hours**
- 2. Why is it important for the Product Owner to invite the right stakeholders to the Sprint Review?**
 - A. To gather feedback on the product performance**
 - B. To align changing organizational expectations**
 - C. To award participants for their contributions**
 - D. To ensure all stakeholders have a voice in the process**
- 3. When multiple Scrum Teams are working together, what must they mutually define?**
 - A. Definitions of Done**
 - B. Product Goals**
 - C. Sprint Goals**
 - D. Team compositions**
- 4. What is a key consideration for the Development Team concerning dependencies when multiple teams work from a single Product Backlog?**
 - A. Deciding on the leadership for each team.**
 - B. Understanding the need to minimize inter-team dependencies.**
 - C. Establishing which Product Owner will supervise each team.**
 - D. Choosing team members for each new initiative.**
- 5. What action should a Scrum Master take if Sprint Reviews regularly exceed time limits?**
 - A. Coach the Product Owner to send an email summarizing completed items.**
 - B. Coach the Developers on time management techniques.**
 - C. End the meeting when the time-box expires.**
 - D. Inform stakeholders that the review will end at the time box.**

- 6. What Scrum value might the Product Owner be disregarding by asking Developers to report their progress during Daily Scrums?**
- A. Trust**
 - B. Respect**
 - C. Openness**
 - D. Commitment**
- 7. If multiple Scrum Teams work on the same Product, what is necessary for their Sprint Reviews?**
- A. An integrated increment is needed.**
 - B. Each team must have its own unique goals.**
 - C. They must have separate review meetings for each team.**
 - D. Each team can work independently without integration.**
- 8. What should be done if the Development Team's velocity shows a significant decline over multiple Sprints?**
- A. Continue without addressing the problem to maintain team morale.**
 - B. Reassess the Product Backlog and prioritize completing current work first.**
 - C. Immediately adjust future Sprints to accommodate the decrease.**
 - D. Focus solely on increasing output regardless of quality.**
- 9. What is the most likely reason for the Product Owner's dissatisfaction with the Increment delivered?**
- A. Lack of communication and openness during the Sprint**
 - B. Insufficient time for completion**
 - C. Incorrect prioritization of tasks**
 - D. Changes in organizational strategy**
- 10. How can a Product Owner's concerns about security features be effectively addressed?**
- A. Delegate the issue to the Security team.**
 - B. Create Product Backlog items for each concern.**
 - C. Add security items to a specific Product Backlog for Non-functional requirements.**
 - D. Create a Sprint Goal focused on security improvements.**

Answers

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- 1. B**
- 2. B**
- 3. A**
- 4. B**
- 5. B**
- 6. B**
- 7. A**
- 8. B**
- 9. A**
- 10. B**

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Explanations

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1. What is the typical timebox for a Sprint Retrospective in a one-month Sprint?

- A. One hour
- B. Three hours**
- C. Five hours
- D. Two hours

The typical timebox for a Sprint Retrospective in a one-month Sprint is three hours. This duration is recommended because the Sprint Retrospective serves as an opportunity for the Scrum Team to reflect on the past Sprint, identify strengths and areas for improvement, and create actionable plans to enhance their processes. During this meeting, the team discusses their experiences, challenges, and the effectiveness of their collaboration. Three hours allows ample time for meaningful discussions, ensuring that all team members can contribute. It provides sufficient space to delve into important topics without being rushed, enabling the team to develop improvements that can lead to increased effectiveness in subsequent Sprints. This timebox is tailored to a one-month Sprint, recognizing that a longer iteration may produce more feedback and insights that require in-depth exploration. In shorter Sprints, the timebox for the Retrospective might be reduced proportionally to ensure that it remains an effective yet efficient part of the Scrum process.

2. Why is it important for the Product Owner to invite the right stakeholders to the Sprint Review?

- A. To gather feedback on the product performance
- B. To align changing organizational expectations**
- C. To award participants for their contributions
- D. To ensure all stakeholders have a voice in the process

Inviting the right stakeholders to the Sprint Review is crucial for aligning changing organizational expectations. The Sprint Review is an opportunity for the Scrum Team, including the Product Owner, to present their work and gather insights on how effectively the developed product meets the needs and expectations of stakeholders. This alignment helps in ensuring that the product evolves based on actual stakeholder needs and organizational goals. When the right stakeholders are present, they can provide valuable feedback, clarify expectations, and adjust priorities based on organizational changes. This level of engagement and transparency enhances collaboration and ensures that the team remains aligned with the broader strategic vision of the organization. By focusing on maintaining alignment with organizational expectations, the Product Owner is also better positioned to make informed decisions about the product backlog and prioritize features that deliver maximum value. The involvement of the appropriate stakeholders strengthens the connection between product development and strategic objectives, leading to a more cohesive approach to deliver product increments that resonate with the needs of the business.

3. When multiple Scrum Teams are working together, what must they mutually define?

A. Definitions of Done

B. Product Goals

C. Sprint Goals

D. Team compositions

When multiple Scrum Teams are collaborating on the same product or project, it is essential for them to mutually define their Definitions of Done. The Definition of Done is a shared understanding of what it means for a piece of work to be considered complete. This agreement ensures consistency across teams, allowing for a unified approach to quality and delivery. By having a collectively established Definition of Done, all teams can ensure that they are meeting the same quality standards and that the output is cohesive when integrated. It fosters transparency and accountability and minimizes the risk of discrepancies in how work is completed across different teams. In the context of the other options, while Product Goals, Sprint Goals, and team compositions are important, they do not necessarily require mutual definition among all Scrum Teams. Product Goals can be aligned but typically reside at the product level rather than individual team levels. Sprint Goals are defined by individual Scrum Teams for their respective Sprints, reflecting their specific focus for that iteration, and team compositions relate to the internal structure of each team rather than collaborative work across teams. Thus, mutual agreement on the Definition of Done is crucial for ensuring seamless collaboration and achieving a shared vision of the product's quality.

4. What is a key consideration for the Development Team concerning dependencies when multiple teams work from a single Product Backlog?

A. Deciding on the leadership for each team.

B. Understanding the need to minimize inter-team dependencies.

C. Establishing which Product Owner will supervise each team.

D. Choosing team members for each new initiative.

When multiple teams are working from a single Product Backlog, a key consideration for the Development Team is the necessity to understand and minimize inter-team dependencies. This is critical because dependencies can significantly affect the ability of teams to deliver value quickly and efficiently. When teams are dependent on each other, delays or issues in one team can cascade and impact others, potentially slowing down the overall progress of the project. By minimizing inter-team dependencies, teams can work more autonomously, enabling them to deliver increments of the product more rapidly and with less risk of being held up by the work of other teams. This concept is fundamental in agile practices, which emphasize collaboration, iterative delivery, and the ability to respond to changes quickly. Addressing dependencies proactively can lead to improved coordination among teams and a smoother workflow, essential for maintaining a healthy product delivery cadence.

5. What action should a Scrum Master take if Sprint Reviews regularly exceed time limits?

- A. Coach the Product Owner to send an email summarizing completed items.**
- B. Coach the Developers on time management techniques.**
- C. End the meeting when the time-box expires.**
- D. Inform stakeholders that the review will end at the time box.**

The most effective action for a Scrum Master to take if Sprint Reviews regularly exceed time limits is to coach the Developers on time management techniques. By doing so, the Scrum Master empowers the Developers to manage their contributions to the review more effectively, ensuring that they stay focused on the objectives of the meeting within the allocated time. This coaching can include strategies such as prioritizing which items to present, using visuals to convey information quickly, and practicing concise communication. By enhancing the Developers' time management skills, the Scrum Master helps create a culture of efficiency that can lead to more productive and time-respected Sprint Reviews in the future. In addition, effective time management allows for better stakeholder engagement, as it encourages timely feedback without extending the meeting unnecessarily. This adherence to time respect can lead to more engaged conversations, clearer presentations of work done, and ultimately reaffirm the value of the Sprint Review within the Scrum framework.

6. What Scrum value might the Product Owner be disregarding by asking Developers to report their progress during Daily Scrums?

- A. Trust**
- B. Respect**
- C. Openness**
- D. Commitment**

When the Product Owner asks Developers to report their progress during Daily Scrums, it may indicate a lack of respect for the Scrum framework, where the Daily Scrum is primarily a time for Developers to discuss their work among themselves. In Scrum, the Daily Scrum is intended to foster an environment of mutual respect and collaboration among team members. By imposing a reporting structure, the Product Owner could inadvertently imply that they do not trust the Developers to self-manage, which undermines the respect for the Developers' autonomy and their ability to organize their own work effectively. This action can lead to feelings of being micromanaged, where Developers may feel their expertise and judgment are not valued. Respect within the Scrum team is essential for fostering an open and collaborative atmosphere, enabling each member to contribute fully without the hindrance of oversight that doesn't align with Scrum principles. Thus, a disregard for respect may lead to diminished team morale and effectiveness, contradicting the values that a successful Scrum Team should uphold.

7. If multiple Scrum Teams work on the same Product, what is necessary for their Sprint Reviews?

- A. An integrated increment is needed.**
- B. Each team must have its own unique goals.**
- C. They must have separate review meetings for each team.**
- D. Each team can work independently without integration.**

An integrated increment is essential when multiple Scrum Teams are working on the same product because it ensures that all the work done by the teams comes together cohesively. This integration allows stakeholders to see a complete, functional product increment at the end of each Sprint, fostering collaboration and providing a comprehensive view of progress. Having an integrated increment promotes transparency, enabling all teams to align on the product's development and understand how their contributions fit into the larger picture. It allows for better feedback from stakeholders and facilitates discussions on any adjustments that may be needed moving forward. When teams integrate their work, it reinforces the collaborative nature of Scrum, ultimately driving a more successful product outcome. While other options describe aspects of team dynamics or meetings, they do not capture the critical importance of integration for delivering a coherent product increment, which is vital for maintaining consistency and achieving the shared goals of all teams contributing to the same product.

8. What should be done if the Development Team's velocity shows a significant decline over multiple Sprints?

- A. Continue without addressing the problem to maintain team morale.**
- B. Reassess the Product Backlog and prioritize completing current work first.**
- C. Immediately adjust future Sprints to accommodate the decrease.**
- D. Focus solely on increasing output regardless of quality.**

When the Development Team's velocity shows a significant decline over multiple Sprints, it is essential to take a thoughtful approach to understand and address the underlying issues. Reassessing the Product Backlog and prioritizing the completion of current work first is a proactive step in ensuring that the team can focus on manageable tasks that can be completed effectively. This approach enables the team to identify any obstacles that may be impacting their performance and allows them to prioritize work that is most valuable to the stakeholders. By focusing on completing existing work, the team can analyze why the velocity has declined—whether it's due to external factors, change in team dynamics, technical challenges, or other issues. This ensures that the team maintains a clear direction and can make informed decisions on whether to revise their processes or overhauling their strategies in future Sprints. Finding and addressing the core reasons for the velocity decline is more productive than attempting to accommodate the decreasing velocity without a clear understanding of the issues, which may lead to increased frustration and decreased morale. Prioritizing current work while stabilizing the team's velocity supports gradual improvements and sustainability in the longer term, ensuring the team remains effective and engaged in their roles.

9. What is the most likely reason for the Product Owner's dissatisfaction with the Increment delivered?

- A. Lack of communication and openness during the Sprint**
- B. Insufficient time for completion**
- C. Incorrect prioritization of tasks**
- D. Changes in organizational strategy**

The most likely reason for the Product Owner's dissatisfaction with the Increment delivered can be attributed to a lack of communication and openness during the Sprint. Effective communication between the Scrum Team and the Product Owner is crucial for ensuring that the development aligns with the expectations and needs of the stakeholders. If there is insufficient communication, the Product Owner may not have a clear understanding of the progress or the challenges faced by the team, leading to misaligned expectations regarding what the Increment should contain or how it meets the defined acceptance criteria. In Scrum, transparency and ongoing dialogue are fundamental values that guide the process. The Product Owner relies on the Scrum Team to provide updates and feedback frequently. If the team does not maintain this openness, the Product Owner may find that the delivered Increment does not satisfy their vision or the needs of the stakeholders, resulting in dissatisfaction. Other options present potential scenarios that might lead to dissatisfaction, but they do not directly address the fundamental issue of communication, which is a core element of the Scrum framework. For instance, insufficient time for completion could lead to a lower-quality product, but this may stem from a lack of clarity in communication regarding task priorities and expectations. Incorrect prioritization of tasks points to a failure in understanding the Product Backlog but is again rooted in

10. How can a Product Owner's concerns about security features be effectively addressed?

- A. Delegate the issue to the Security team.**
- B. Create Product Backlog items for each concern.**
- C. Add security items to a specific Product Backlog for Non-functional requirements.**
- D. Create a Sprint Goal focused on security improvements.**

Creating Product Backlog items for each security concern allows the Product Owner to break down the overarching issues into manageable, actionable pieces. This approach ensures that specific security features are prioritized and addressed in a structured manner, fostering transparency and clarity for the development team. By creating individual backlog items, the team can estimate the effort required, identify dependencies, and plan for the implementation of these features in upcoming sprints. This method aligns with Scrum principles, emphasizing collaboration and the active participation of the entire team, including discussions about potential risks and necessary safeguards. Additionally, addressing security concerns through specific backlog items enables ongoing conversations about prioritization, ensuring that the team has the opportunity to adapt based on the evolving landscape of security threats or organizational priorities. This clear delineation of concerns promotes accountability within the development team and allows for progress tracking over time. While other options explore valuable strategies, they do not provide the same level of focus and accountability that creating individual Product Backlog items entails.