Scrum master : examin PSM1

3 roles: PO, SM, devTeam

scrum values: Focus, Commitment, Courage, Openness, respect

Scrum theorie: empirical process, iterative, incremental

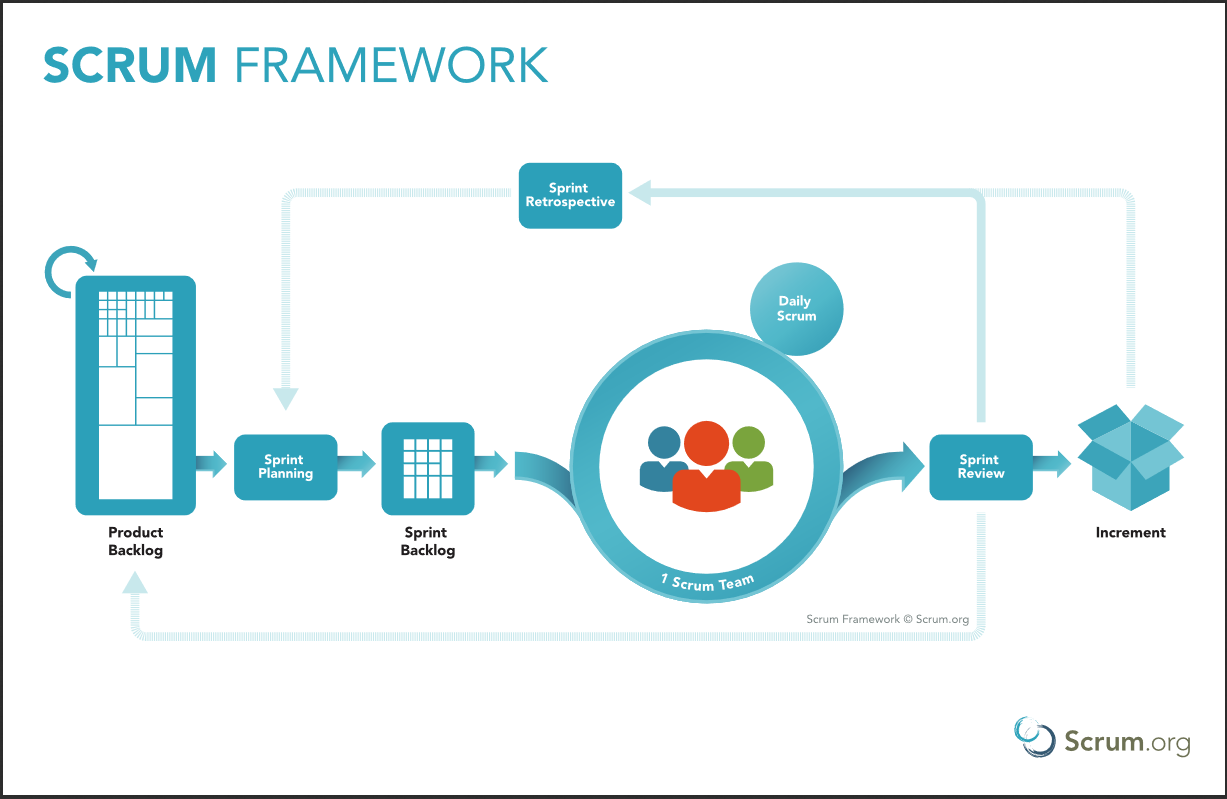
3 pillars: Transparency, Inspection, Adaptation

4 events: sprint planning, daily meeting, sprint review, sprint retro

Scrum Fw: Team (PO, SM, Team), roles, events, rules, artefacts,

Scrum artefacts: Product vision, Sprint goal, Product backlog (PBI), Sprint backlog (PBI for the Sprint + plan), Definition of Done (DoD), increment, Burndown Chart, ...etc

Scrum framework:



**Manifesto for Agile Software Development**

Individuals and interactions over processes and tools  
Working software over comprehensive documentation  
Customer collaboration over contract negotiation  
Responding to change over following a plan

**Principles behind the Agile Manifesto**

Our highest priority is to satisfy the customerthrough early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users hould be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

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| Question | Response | remark |
| 2- When multiple teams are working on the same product, their Sprints should start and end at the same time. | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. TRUE | | ✘ | ✓ | b. FALSE | |  |
| Which of the following is mandatory in Scrum? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. User Stories | | ✘ | ✓ | b. Progress measurement | | ✘ | ✘ | c. Test-Driven Development | | ✘ | ✘ | d. Planning Poker | |  |
| Which of the following limits work in progress?   |  |  |  | | --- | --- | --- | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. Using Product Backlogs | | ✘ | ✘ | b. Having Sprint Retrospectives | | ✘ | ✓ | c. Using timeboxes | | ✘ | ✘ | d. Having Sprint Reviews | |  |
| Which two of the following are correct about the Product Owner role? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✘ | a. Creates User Stories | | ✘ | ✘ | b. Prioritizes tasks in the Sprint Backlog | | ✓ | ✘ | c. Is the only person who can add items to the Product Backlog | | ✓ | ✓ | d. Is responsible for engaging the stakeholders | | ✘ | ✓ | e. Decides when to release the product | |  |
| There are no testers in Scrum. | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. FALSE | | ✘ | ✓ | b. TRUE | | There are no people "titled" as testers, because we don't have extra roles and titles in Scrum. However, there can be "developers" who are expert in testing. Remember that everyone in the Development Team is called a "developer" |
| Which of the following is the LEAST productive way for the Scrum Master to improve the Development Team's communications with the Product Owner? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. Teach them how to effectively communicate. | | ✘ | ✘ | b. Monitor their communication performance. | | ✘ | ✘ | c. Suggest effective communication tools and techniques to the Product Owner. | | ✘ | ✓ | d. Act as a go-between for them. | |  |
| A Scrum project is supposed to have two releases: one in the middle and the other at the end of the project. Which of the following statements is correct? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. Increments are created for investigation and adaptation; they don't have to be releasable. | | ✘ | ✓ | b. All increments should be releasable. | | ✘ | ✘ | c. Having releasable Increments depends on the operations' preference. | | ✘ | ✘ | d. Increments that are created before each release should be releasable. | | All Increments must be potentially releasable to enable usable feedback, regardless of the actual releases we may have. |
| When is an item in the Sprint Backlog considered complete? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✘ | a. When the customer approves its completeness | | ✘ | ✘ | b. The item is ready for user acceptance testing | | ✘ | ✓ | c. When there's nothing more we need to do before it can be used by end users | | ✓ | ✘ | d. When user acceptance tests are passed | | a. They can still miss something. On the other hand, if the test is focused on the unit, what about testing the integrated solution? It may break something.  b. We can't consider it Done when user acceptance testing is not done.  d. They can still miss something. On the other hand, if the test is focused on the unit, what about testing the integrated solution? It may break something.  A Product Backlog item that you have in the Sprint Backlog is Done, when it satisfies the Definition of Done. Note: usable for end-users = potentially shippable = potentially releasable = Done based on the Definition of Done |
| How is budgeting done in Scrum? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. Budgeting is done based on the initial Product Backlog. | | ✘ | ✘ | b. Scrum doesn't need a budgeting system. | | ✘ | ✘ | c. Usually every day | | ✘ | ✓ | d. Ideally revised each Sprint to ensure value is being delivered. | | a. But the Product Backlog is never complete, and the initial Product Backlog doesn't contain a lot of items.  b. The funding entity (internal or external) needs at least a rough idea of how much it costs to have the product, and use it to see if the they'd like to run the project.  c. That's too much!  As you go on in the project, you will have a better understanding of which features will be needed, and how much time the team has to spend to complete the product. This determines an approximate budget that is needed for the project. However, as you go further, things change, and you may have to refine this estimate based on what you learn from the Increments. |
| Sprint Review is a formal meeting. | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. TRUE | | ✘ | ✓ | b. FALSE | | Be careful: Scrum.org uses the word "formal" in two different ways! First, all events are "formal opportunities" for inspecting and adapting, which basically means a serious opportunity. So, if the question is "... is a formal opportunity for...", it would be a correct statement. The second usage is "formal meeting", which means a meeting where people approve something and exchange signatures. In that sense, none of the events are formal meetings. In the Sprint Review meeting, for example, the goal is creating feedback and adaptating, not contract negotiations and exchanging signatures. So, if the statement is "... is a formal meeting", then it would be an incorrect statement. So, make sure you understand the context of the question to interpret words such as "formal". |
| Which two statements are correct about the number of Product Owners when there are three products being developed using Scrum? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✓ | a. There can be a different Product Owner for each product. | | ✓ | ✘ | b. Each product should have a separate Product Owner. | | ✘ | ✓ | c. There can be a single Product Owner for all products. | | ✘ | ✘ | d. There should be only one Product Owner. | | b. This option means that if there are 3 products, there should be exactly 3 product owners, while you can have 1, 2, or 3 product owners: one person can be the product owner for multiple projects/products.  The basic rule in Scrum.org is that when there is one product (=one project) you should have only one Product Backlog and one Product Owner, even if there are multiple teams working on the project. However, this question is about multiple products (=multiple projects). In this case, there are 3 Product Owner positions in these 3 projects, which can be occupied by three different people, or two, or one, since Product Owners don't have to work full-time on one project. |
| What is the main reason for the Scrum Master to be at the Daily Scrum? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. To participate as a Scrum Team member | | ✘ | ✘ | b. To get a report on progress of the Sprint. | | ✘ | ✘ | c. To track changes to the Sprint Backlog. | | ✘ | ✓ | d. It's not necessary for them to be in the meeting. | | a. Daily Scrum is not for the Scrum Team (all three roles), but only for the Development Team.  b. The Scrum Master is focused on the context, not content.  c. If needed, it will be done by the developers.  d. The question is asking for reasons, and this is not really a reason, but a statement that objects the existence of any reason. It may not be a perfect way of formulating the question, but this is the type of choice you may see in your exam. |
| The Product Backlog is baselined before the first Sprint | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✓ | a. FALSE | | ✓ | ✘ | b. TRUE | | "Baseline" has a specific meaning in project management that may apply to some elements in Scrum. However, Scrum.org interprets it as keeping the subject fixed, and therefore, believes that there are no baselines in Scrum. |
| The items selected from the Product Backlog for the Sprint Backlog should be "ready". | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✓ | a. FALSE | | ✓ | ✘ | b. TRUE | | We do have an idea of when items are ready to be selected for the Sprint, and it's considered in Product Backlog Refinement to make sure all items on the top of the Product Backlog are ready. However, a concept of "definition of ready" is not accepted in Scrum.org, because the practical implication may be that an item on the top of the Product Backlog will not be selected for the Sprint because it's not ready, while we always want to follow the order of items, and if something is not ready, we can still select it for the Sprint and then refine it during the Sprint. |
| Which statement best describes the Product Backlog? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✓ | a. The customer's change requests are reflected in it. | | ✘ | ✘ | b. Contains all tasks identified by the developers. | | ✘ | ✘ | c. Contains only small and clear items. | | ✓ | ✘ | d. Provides just enough information to enable the developers to design the product. | | b. Tasks are identified in the Sprint Planning meeting or during the Sprint, and are captured only in the Sprint Backlog.  c. Items at the bottom of the Product Backlog may be large and unclear.  d. It describes everything that is needed in the product. |
| What's the role of a PMO in an organization that only uses Scrum for project delivery? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. There's no place for a PMO in such an organization. | | ✘ | ✓ | b. Manages portfolios and programs and facilitates the application of techniques that complement Scrum. | | ✘ | ✘ | c. The PMO should manage and help Scrum Masters. | | ✘ | ✘ | d. The PMO will be responsible for making higher level decision in the project. | | Remember that there are limits to the self-organization of the team, and the important thing is to have the power within the borders of the project. However, each project is run in a wider organization with multiple levels of management impacting the project, and it's not possible or even acceptable to reject that structure, as long as it doesn't block internal self-organization of the team and the fundamental adaptive approach of the project. |
| What's the role of a Scrum Master during Sprint Retrospectives? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✓ | a. Participating as a Scrum Team member | | ✘ | ✘ | b. Summarizing and report the results of the meeting to stakeholders | | ✘ | ✘ | c. Answering questions of developers | | ✓ | ✘ | d. Capturing process improvement ideas for the next Sprint Backlog |   . | All three roles (the Scrum Team) participate in the Sprint Retrospective, and they work together to see how they can improve the way they work in the next Sprint |
| Which two statements are correct about an item that is in-progress at the end of the Sprint? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✓ | a. Do not include it in the Increment. | | ✓ | ✓ | b. Move it back to the Product Backlog. | | ✓ | ✘ | c. Demonstrate it in the Sprint Review meeting, if the item is presentable in its current state. | | ✘ | ✘ | d. Consider the complete part of the item in velocity calculation and then create a new item in the Product Backlog for the remaining work. | | ✘ | ✘ | e. It can be added to the Increment if the user acceptance tests are done. | | a. Everything in the Increment must be Done; i.e., 100% DONE! If an item is not done, we won't include it in the Increment and send it back to the Product Backlog.  c. We only present the Increment, and the Increment contains only the DONE items.  d. We consider only the DONE items in velocity calculation. Normally, the same item is returned to the Product Backlog, instead of creating a new item for the remaining work.  e. The Increment contains only 100% DONE items. |
| Which two of the following are correct about the Product Owner role? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✘ | a. Participates in the Daily Scrum meeting | | ✘ | ✘ | b. Measures the performance of the Sprint | | ✘ | ✓ | c. Is responsible for engaging the stakeholders | | ✓ | ✘ | d. Creates User Stories | | ✓ | ✓ | e. Orders the Product Backlog items | | a. Only the Development Team members participate. Others can attend, but they shouldn't talk.  b. Done by the Development Team  c. Done by the Product Owner  d. The Product Owner may decide to compose Product Backlog items as User Stories, but it's not necessary. Items can have any format.  e. Done by the Product Owner |
| Items at the top of the Product Backlog are, on average, smaller than those on the bottom. | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. FALSE | | ✘ | ✓ | b. TRUE | | This is how it works: When you first add the items to the Product Backlog, you don't have to break them down into very small and clear items, because it's a form of upfront planning. Some of them may be very large. When you order the items, if they are on the top of the list, you have to make them clear, and make sure they can fit into one Sprint; therefore, you will break them down into smaller items. Some of those child items may remain on the top, and some may go down. As a result, items on the top of the Product Backlog are on average smaller than those on the bottom. On the other hand, items on the Sprint Backlog come from the top of the Product Backlog, therefore, we can say that the items on the Sprint Backlog are, on average, smaller than items on the Product Backlog. |
| Who can attend the Daily Scrum meeting? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✓ | a. Anyone | | ✓ | ✘ | b. The whole Scrum Team | | ✘ | ✘ | c. The Development Team and the Scrum Master | | ✘ | ✘ | d. The Development Team and the Product Owner | | Daily Scrum is for the developers; only they "participate" (=talk). Others can "attend" (=watch). |
| Which of the following is a benefit of self-organization? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✘ | a. Increased respect | | ✘ | ✘ | b. Increased predictability | | ✘ | ✓ | c. Increased buy-in | | ✓ | ✘ | d. Increased cross-functionality | | c. Self-organization means that they make decisions instead of receiving orders. Therefore, they accept the decision and do their best to make it happen. |
| Velocity of Scrum Teams should be normalized, so that management can measure and compare their performance. | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✓ | a. FALSE | | ✓ | ✘ | b. TRUE | | Progress measurements are done internally, not by external managers. Also, comparing the velocity (dependent on the estimates) of two different teams is never reliable, and it's not productive even if it were reliable (e.g. by normalizing them). |
| At the end of the Sprint, all items are done except for one that is almost done. What should be done with this item? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✘ | a. It can be added to the Increment if the user acceptance tests are done. | | ✓ | ✘ | b. Demonstrate it in the Sprint Review meeting, if the item is presentable in its current state. | | ✘ | ✘ | c. Consider the complete part of the item in velocity calculation and then create a new item in the Product Backlog for the remaining work. | | ✘ | ✓ | d. Move it back to the Product Backlog. | | a. The Increment contains only 100% DONE items.  b. We only present the Increment, and the Increment contains only the DONE items.  c. We consider only the DONE items in velocity calculation. Normally, the same item is returned to the Product Backlog, instead of creating a new item for the remaining work |
| Items on the Sprint Backlog are, on average, smaller than those on the Product Backlog. | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. FALSE | | ✘ | ✓ | b. TRUE | | This is how it works: When you first add the items to the Product Backlog, you don't have to break them down into very small and clear items, because it's a form of upfront planning. Some of them may be very large. When you order the items, if they are on the top of the list, you have to make them clear, and make sure they can fit into one Sprint; therefore, you will break them down into smaller items. |
| Which three of the following are outputs of the Sprint Planning meeting? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✓ | a. Sprint Goal | | ✓ | ✘ | b. Order of items in the Product Backlog | | ✘ | ✘ | c. Resource assignment | | ✘ | ✓ | d. Tasks | | ✘ | ✘ | e. Estimations for the sizes of items | | ✓ | ✓ | f. Items selected from the Product Backlog | | b. Product Backlog Refinement  c. If it means assigning tasks to developers, it's done during the Sprint.  d. Remember that only some of the tasks are created during Sprint Planning, the rest are created during the Sprint. |
| Who owns the Product Backlog? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✘ | a. The Development Team | | ✓ | ✘ | b. The whole Scrum Team | | ✘ | ✘ | c. The Scrum Master | | ✘ | ✓ | d. The Product Owner | | If you "own" something (in this context) means that you are accountable for it, and you're the person who makes changes to it |
| All Development Team members should be cross-functional. | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. TRUE | | ✘ | ✓ | b. FALSE | | The team as a whole has to be cross-functional, not the individuals inside the team. |
| What does a trend line through a release burn-down chart indicate? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✓ | a. When the remaining work will likely be completed if nothing changes in the Product Backlog or the Development Team | | ✘ | ✘ | b. The budgeted cost of the project | | ✓ | ✘ | c. When the remaining work is supposed to be finished | | ✘ | ✘ | d. When the project will likely finish, if the team develops with a speed equal to the last Sprint | |  |
| Which three statements are correct about non-functional requirements? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✘ | a. They will be considered in Integration Sprints. | | ✘ | ✘ | b. They can be added to a separate backlog to be used during all Sprints. | | ✓ | ✘ | c. They will be reflected in the Sprint Goal. | | ✓ | ✓ | d. They should be incorporated into every increment. | | ✘ | ✘ | e. Some of them can be controlled by the QA department of the organization. | | ✓ | ✓ | f. Some of them can be added to the Product Backlog. | | ✓ | ✓ | g. Some of them can be added to the Definition of Done. | | a. There are no Integration Sprints.  b. Adding a new artifact?! Then how would you prioritize them compared to the main backlog?  c. Non-functional features are about the way functional features work, not about our goals for Sprints.  d. E.g. security  e. Remember that the team is cross-functional and does the A to Z of the work.  f. E.g. something related to performance of a certain part of the software  g. E.g. security, scalability, maintainability |
| Which of the following best describes the way a Product Owner can order the items in the Product Backlog? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. Based on risk; riskier items on the top | | ✘ | ✓ | b. Based on value, priority, dependencies, and risk | | ✘ | ✘ | c. Based on size; larger items on the top | | ✘ | ✘ | d. Based on what the customer asks for | | The ultimate goal is to maximize the [business] value of the product. |
| Which Scrum value is demonstrated when we continuously show the correct performance on a burn-down chart that everyone can see? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. Transparency | | ✘ | ✓ | b. Openness | | ✘ | ✘ | c. Inspection | | ✘ | ✘ | d. Earned Value | | a. It's one of the pillars, but not one of the values. |
| An organization has decided to adopt Scrum. Which three of the following describe what happens if they tailor the Scrum terminology to match their current environment? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✓ | a. The change might not be obvious to everyone, and therefore very little change actually happens. | | ✘ | ✓ | b. Management may feel less enthusiastic about the change. | | ✓ | ✓ | c. The change might not be obvious to everyone, and some benefits may be lost. | | ✓ | ✘ | d. It's necessary to tailor Scrum to suit the project. | | Scrum is a simple framework rather than a comprehensive methodology, and it contains only the necessary minimums that you need in every project. So, instead of normal tailoring (adjusting the existing elements), you will follow everything that is described in Scrum, and suit it to your project by the practices and techniques that you add; e.g. Planning Poker, Pair-Programming, and Test-Driven Development. When it comes to the terminology, Scrum.org believes that it's better if you don't change it. |
| Which of the following best describes transparency? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✘ | a. The process should be visible, and understood by key stakeholders. | | ✓ | ✘ | b. The whole process should be visible to everyone. | | ✘ | ✘ | c. The whole process should be visible to stakeholders. | | ✘ | ✓ | d. Significant aspects of the process must be visible to those responsible for the outcome. | | Significant aspects: not all the details Process: the way we work Those responsible for the outcome: not all people in the world! |
| Which two statements best describe the Product Backlog? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✘ | ✘ | a. Contains all tasks identified by the developers. | | ✓ | ✓ | b. It changes as we learn more about the project. | | ✓ | ✘ | c. Provides just enough information to enable the developers to design the product. | | ✘ | ✓ | d. It is never baselined. | | a. Tasks are identified in the Sprint Planning meeting or during the Sprint, and are captured only in the Sprint Backlog.  c. It describes everything that is needed in the product.  d. Scrum.org interprets "baseline" as fixing something (which is not entirely correct), and therefore says that nothing should be baselined in Scrum. |
| What's the main responsibility of a tester in Scrum? | |  |  |  | | --- | --- | --- | | Yours | Expected |  | | ✓ | ✘ | a. Writing the test scripts as soon as the programmers start working on the code | | ✘ | ✓ | b. There are no testers in Scrum | | ✘ | ✘ | c. Tracking quality metrics | | ✘ | ✘ | d. Verifying the work of programmers | | There are no people "titled" as testers, because we don't have extra roles and titles in Scrum. However, there can be "developers" who are expert in testing. Remember that everyone in the Development Team is called a "developer".  When you see a statement like this in your real exam, it usually means "tester" as a role or title, rather than a person who's expert in testing. |
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