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

Study Guide

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Questions

1. Who is responsible for creating the increment in Scrum?

- **A. The Product Owner**
- **B. The Scrum Master**
- **C. The Development Team**
- **D. The Stakeholders**

2. What is produced as an output of the Sprint Review?

- **A. Project schedules and timelines**
- **B. Feedback from stakeholders and potentially shippable product increments**
- **C. Team performance metrics**
- **D. New tasks for the Product Backlog**

3. What is a common benefit of using Scrum framework?

- **A. Decreased team interaction**
- **B. Higher project costs**
- **C. Increased opportunity for stakeholder feedback and involvement**
- **D. Rigid project timelines**

4. During a Sprint, who can the Development Team explain their self-organization to?

- **A. The Scrum Master and Product Owner**
- **B. The Product Owner and Senior Management**
- **C. The Team Leader and Project Stakeholders**
- **D. All team members and external stakeholders**

5. Which Scrum artifact provides transparency into requirements and work?

- **A. Burndown Chart**
- **B. Product Backlog**
- **C. Velocity Chart**
- **D. Sprint Backlog**

6. In Scrum, what does 'increment' refer to?

- **A. The total budget spent in the current Sprint**
- **B. The iterations completed by other teams**
- **C. The sum of all the Product Backlog items completed during a Sprint and all previous Sprints**
- **D. The amount of product delivered to clients**

7. According to Scrum principles, what is Scrum classified as?

- **A. A definitive method**
- **B. A framework**
- **C. A complete process**
- **D. A best practice**

8. How often does the Scrum Team reflect on how to become more effective?

- **A. Once a month**
- **B. At least once per Sprint**
- **C. Every two Sprints**
- **D. Daily during Stand-ups**

9. What role does the Scrum Master play in a Scrum Team?

- **A. They decide on the technical solutions**
- **B. They ensure that Scrum is understood and enacted**
- **C. They prioritize the backlog**
- **D. They directly manage the team members' work**

10. During Sprint Planning, what helps the Development Team determine how many Product Backlog items to select?

- **A. Team's familiarity with the Product Owner**
- **B. Definition of "Done"**
- **C. Projected capacity of the Development Team**
- **D. Stakeholder input**

Answers

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

Explanations

1. Who is responsible for creating the increment in Scrum?

A. The Product Owner

B. The Scrum Master

C. The Development Team

D. The Stakeholders

In Scrum, the Development Team is responsible for creating the increment. The increment represents the sum of all completed product backlog items at the end of a Sprint, and it must meet the Scrum team's definition of "Done." The Development Team, as a self-organizing unit, collaboratively decides how to achieve their goals and is accountable for delivering potentially releasable increments of the product at the end of each Sprint. This accountability includes coding, testing, and integrating the work necessary to turn the product backlog items into a usable increment. The Product Owner plays a critical role in managing the product backlog and ensuring that the Development Team understands the items in it, but the actual work of developing the product increment falls to the Development Team itself. The Scrum Master facilitates the process and helps remove impediments but does not create the increment. Stakeholders may provide feedback and requirements, but they are not responsible for the actual production of the increment. Understanding this division of responsibilities is key to effectively implementing Scrum and ensuring that the Development Team can operate effectively and deliver high-quality increments.

2. What is produced as an output of the Sprint Review?

A. Project schedules and timelines

B. Feedback from stakeholders and potentially shippable product increments

C. Team performance metrics

D. New tasks for the Product Backlog

The output of the Sprint Review primarily includes feedback from stakeholders and potentially shippable product increments. During the Sprint Review, the Scrum Team presents the work completed during the Sprint, which is assessed against the Sprint Goal. This presentation demonstrates the increment of work that is potentially shippable, meaning it meets the Definition of Done and can be released if deemed valuable. Feedback from stakeholders is crucial at this stage as it helps refine the product vision and priorities. Stakeholders provide insights and suggestions based on what has been delivered, which can inform subsequent Sprints and help the Product Owner adjust the Product Backlog. The collaborative nature of the Sprint Review fosters an environment where the Scrum Team can discuss past performance, current deliverables, and future direction together with those who have a vested interest in the product's success. In contrast, project schedules and timelines are typically determined outside of the Sprint Review process. Team performance metrics may be collected and analyzed, but they are not a direct output from the Sprint Review itself. As for new tasks for the Product Backlog, while they may arise as a result of discussions during the review, they are not formalized outcomes but rather influenced by stakeholder feedback and team insights. Thus, the correct answer centers on the dual significance of

3. What is a common benefit of using Scrum framework?

A. Decreased team interaction

B. Higher project costs

C. Increased opportunity for stakeholder feedback and involvement

D. Rigid project timelines

Using the Scrum framework facilitates increased opportunities for stakeholder feedback and involvement, which is a significant benefit. Scrum emphasizes collaboration, iterative progress, and regular communication through events such as Sprint Reviews. During these reviews, stakeholders can engage with the team, provide feedback on the work completed, and offer insights that can influence future increments. This iterative approach allows teams to ensure they are aligned with stakeholder expectations and can adapt their work based on real user input, ultimately leading to a product that better meets user needs and enhances satisfaction. This aspect of stakeholder engagement is fundamental to Scrum because it helps teams adjust to changing requirements and enhances the overall effectiveness of the project. Conversely, the other options listed do not align with the principles of Scrum; for example, decreased team interaction, higher project costs, and rigid project timelines are contrary to the adaptive and collaborative nature that Scrum promotes.

4. During a Sprint, who can the Development Team explain their self-organization to?

A. The Scrum Master and Product Owner

B. The Product Owner and Senior Management

C. The Team Leader and Project Stakeholders

D. All team members and external stakeholders

The Development Team's ability to explain their self-organization is primarily directed towards the Scrum Master and the Product Owner. This is because the Scrum Master plays a critical role in facilitating the Scrum process and supporting the Development Team in becoming more self-organized. The Scrum Master can help the team explore how they can best organize their work and evolve their practices, fostering an environment where the team can take ownership of their processes and delivery. The Product Owner, while focused on the product backlog and stakeholder engagement, also benefits from understanding the team's self-organization, as it allows for clearer communication about what can be delivered based on the team's capabilities and capacity. The self-organization aspect helps align the team's approach with the goals set by the Product Owner. In contrast, external individuals or other roles such as senior management or stakeholders could be less directly involved in the intricacies of the Development Team's self-organization. While they may be interested in the team's performance and output, the self-organization process is more relevant to the internal dynamics of the Scrum team and should be primarily discussed among the team members and their immediate Scrum roles.

5. Which Scrum artifact provides transparency into requirements and work?

A. Burndown Chart

B. Product Backlog

C. Velocity Chart

D. Sprint Backlog

The Product Backlog serves as the primary artifact that provides transparency into requirements and work. It is a dynamic, ordered list of everything that might be needed in the product, and it is continuously updated and refined throughout the project. This artifact reflects the necessary work to be completed in order to meet the product's goals, capturing items such as user stories, features, enhancements, and bug fixes. Because the items in the Product Backlog are prioritized by the Product Owner based on factors like value, risk, and dependencies, team members and stakeholders have a clear understanding of the current status of requirements and the overall direction of the project. This visibility enables effective planning and allows the Scrum Team to adapt to changes rapidly by revisiting and adjusting the backlog as needed. While the other options, like the Burndown Chart and Velocity Chart, contribute to tracking progress and performance over time, they do not provide the same comprehensive view of requirements and ongoing work as the Product Backlog does. The Sprint Backlog, while also important for tracking work specific to a sprint, is a subset of the Product Backlog and doesn't encompass the entire scope of requirements needed for the project.

6. In Scrum, what does 'increment' refer to?

A. The total budget spent in the current Sprint

B. The iterations completed by other teams

C. The sum of all the Product Backlog items completed during a Sprint and all previous Sprints

D. The amount of product delivered to clients

The term 'increment' in Scrum specifically refers to the sum of all completed Product Backlog items during a Sprint, as well as those completed in all previous Sprints. This captures the essence of incremental development, which is a core principle of the Scrum framework. An increment is not merely about the work completed in isolation during a single Sprint; it represents the cumulative value and functionality that has been built up over time, contributing to a potentially shippable product. This concept underscores the importance of delivering functional improvements regularly, allowing teams to gather feedback and adapt the product based on real-world usage and evolving requirements. Each increment should build upon the previous work, ensuring that the overall product continues to grow and improve with every Sprint. This approach fosters transparency and helps in assessing the progress of the project more effectively, as stakeholders can see tangible results throughout the development process.

7. According to Scrum principles, what is Scrum classified as?

A. A definitive method

B. A framework

C. A complete process

D. A best practice

Scrum is classified as a framework because it provides a structured environment in which teams can operate but does not prescribe specific methods or tools to be used. This allows teams the flexibility to adapt their practices to fit their unique context while maintaining the essential elements of Scrum, such as roles, events, and artifacts. By being a framework, Scrum emphasizes collaboration, self-organization, and continuous improvement, offering teams guidance without limiting them to a predefined process or best practice model. This adaptability is fundamental to Scrum, as it enables teams to respond to changing requirements and complex challenges effectively. Understanding Scrum as a framework rather than a definitive method or complete process highlights the importance of empiricism and allows teams to innovate and evolve their approach as they learn and grow during the development of their projects.

8. How often does the Scrum Team reflect on how to become more effective?

A. Once a month

B. At least once per Sprint

C. Every two Sprints

D. Daily during Stand-ups

The Scrum Team reflects on how to become more effective at least once per Sprint because this is a core aspect of the Scrum framework. During the Sprint Review and the Sprint Retrospective, the team reviews their performance, assesses what went well, what didn't, and how they can improve in future Sprints. This practice encourages continuous improvement, allowing teams to adapt and implement changes more rapidly. It reaffirms the Agile principle of fostering an environment of learning and growth, ensuring that the team does not become complacent and is always striving for better outcomes. Reflecting at least once per Sprint helps maintain a consistent rhythm for improvement while aligning with the Scrum values of transparency, inspection, and adaptation. This structured reflection guarantees that the team has regular opportunities to analyze their processes, tools, and relationships, ultimately enhancing their effectiveness in delivering quality work.

9. What role does the Scrum Master play in a Scrum Team?

A. They decide on the technical solutions

B. They ensure that Scrum is understood and enacted

C. They prioritize the backlog

D. They directly manage the team members' work

The Scrum Master plays a pivotal role in ensuring that Scrum is understood and enacted within the team. This involves facilitating Scrum events, coaching team members on the principles and practices of Scrum, and helping to remove any impediments that may hinder the team's progress. By fostering an environment where the team can collaborate effectively, the Scrum Master helps to reinforce the Scrum framework and ensures that team members are aligned with its values. In this context, the role extends beyond mere facilitation; it encompasses a leadership position that advocates for Scrum principles at all organizational levels. The Scrum Master also serves as a bridge between the Scrum Team and external stakeholders, promoting an understanding of Scrum principles across the organization and helping to create an environment conducive to self-organization and continuous improvement.

10. During Sprint Planning, what helps the Development Team determine how many Product Backlog items to select?

A. Team's familiarity with the Product Owner

B. Definition of "Done"

C. Projected capacity of the Development Team

D. Stakeholder input

The correct option is projected capacity of the Development Team. During Sprint Planning, it is crucial for the team to assess how much work they realistically can commit to completing within the upcoming Sprint. This assessment is guided by understanding their capacity, which involves considering factors like team availability, any planned vacations, holidays, and potential interruptions during the Sprint. Capacity helps the team make informed decisions about how many Product Backlog items they can effectively tackle while maintaining quality and meeting their commitments. By evaluating their capacity, the Development Team can prioritize items from the Product Backlog that they are confident they can deliver within the Sprint timeframe. While familiarity with the Product Owner, the Definition of "Done," and stakeholder input can play roles in the overall Sprint Planning discussions and help shape priorities and expectations, the specific focus on determining how many Product Backlog items can be selected is fundamentally rooted in the team's capacity. This consideration ensures a realistic and sustainable approach to managing workload and delivering value.