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GAQM CSM-001

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QUESTION NO: 1

What is the primary way a Scrum Master keeps a Development Team working at its highest level of productivity?

A. By ensuring the meetings start and end at the proper time

B. By facilitating Development Team decisions and removing impediments

C. By preventing changes to the Backlog once the Sprint begins

D. By keeping high value features high in the Product Backlog

ANSWER: B

Explanation:

By facilitating Development Team decisions and removing impediments is correct because the Scrum Master's central service to the Developers is to enable their effectiveness within the Scrum framework. A Scrum Master fosters a self-managing, cross-functional team rather than directing its daily technical work or making product decisions for it. This includes helping the team reach sound decisions, facilitating useful Scrum events when needed, coaching the organization in Scrum practices, and actively addressing obstacles that slow, block, or distract the team from achieving the Sprint Goal. Impediments may include organizational dependencies, unavailable tools or environments, unclear processes, or external interruptions. By making these barriers visible and helping ensure they are resolved, the Scrum Master creates conditions in which Developers can focus on producing a valuable, usable Increment. This approach supports both team autonomy and sustainable productivity, which are core Scrum principles. The Scrum Guide describes the Scrum Master as accountable for the Scrum Team's effectiveness and specifically notes service to Developers through removing impediments to their progress. See the official Scrum Guide and Scrum.org's overview of the Scrum Master accountability.

QUESTION NO: 2

Which of the following are valid Scrum Meetings? (Choose four.)

A. Sprint Planning Meeting

B. Daily Scrum

C. Agile Development Meeting

D. Audit Meeting

E. Sprint Review Meeting

F. Sprint Retrospective Meeting

G. Business Analysis Meeting

ANSWER: A B E F

Explanation:

The valid Scrum meetings are Sprint Planning Meeting, Daily Scrum, Sprint Review Meeting, and Sprint Retrospective Meeting. In the Scrum Guide, these are formally described as Scrum events: Sprint Planning initiates the Sprint by establishing why the work is valuable, what can be completed, and how the work will be approached. The Daily Scrum is a short, daily event for Developers to inspect progress toward the Sprint Goal and adapt their plan for the next day. The Sprint Review occurs near the end of the Sprint, providing an opportunity for the Scrum Team and stakeholders to inspect the Increment and discuss progress and possible adaptations to the Product Backlog. The Sprint Retrospective concludes the Sprint by enabling the Scrum Team to inspect how it worked together and identify practical improvements for future Sprints.

These events provide Scrum's regular cadence for transparency, inspection, and adaptation. Their purposes, participants, and timeboxes are defined by the Scrum framework, although teams may use additional meetings when useful. The authoritative description of the Scrum events is available in the Scrum Guide. Scrum.org also summarizes how the events establish a consistent inspection-and-adaptation cycle in its What is Scrum? resource.

QUESTION NO: 3

Which of the following activities do not occur at the end of the Sprint? (Choose two)

A. Software development

B. Release deployment

C. Sprint review meeting

D. Quality assurance testing

ANSWER: A D

Explanation:

Software development and **Quality assurance testing**

are the correct selections because both are part of the work undertaken throughout the Sprint to create a usable Increment. A Sprint is a fixed-length container in which the Scrum Team performs the work needed to meet the Sprint Goal. This includes development, integration, testing, and other quality activities needed to satisfy the team's Definition of Done. Quality is not intended to be deferred to a separate end-of-Sprint phase; testing and validation should be performed as work progresses so that completed Product Backlog items are genuinely usable.

Accordingly, software development and quality assurance testing are ongoing delivery activities rather than prescribed closing events of the Sprint. The Scrum Guide describes the Sprint Review and Sprint Retrospective as events that occur toward the Sprint's conclusion, while development and quality work support the production of a Done Increment during the Sprint. Teams may organize their detailed engineering work differently, but they should incorporate the activities necessary to meet their quality standards within the Sprint rather than treating them as an end-stage ceremony. See the official Scrum Guide for the Sprint and Increment definitions, and the Scrum.org Definition of Done overview for the role of quality criteria in producing usable work.

QUESTION NO: 4

Which of the following activities do not occur at the end of the Sprint?

A. Software development

B. Release deployment

C. Sprint review meeting

D. Quality assurance testing

ANSWER: A D

Explanation:

Software development and **Quality assurance testing** are ongoing activities performed throughout a Sprint rather than ceremonies or activities reserved specifically for its end. Developers continuously work toward the Sprint Goal by creating, integrating, verifying, and refining a usable Increment. Quality is built into that work continuously: testing and other validation activities help ensure that each completed Product Backlog item satisfies the team's Definition of Done. This continuous approach enables transparency over the actual state of the Increment and avoids treating testing as a separate, end-of-Sprint phase. By the time the Sprint reaches its closing events, the work selected for the Sprint should already have been developed and appropriately tested so that the Increment is potentially releasable. Scrum's time-boxed Sprint contains all work needed to create value, while the end of the Sprint is associated with inspection and adaptation through the Sprint Review and Sprint Retrospective. The Scrum Guide also emphasizes that an Increment must be usable and meet the Definition of Done when it is created, reinforcing the need for development and quality practices to occur during the Sprint. See the official Scrum Guide and the Scrum.org guidance on a Done Increment.

QUESTION NO: 5

Who is required to attend the Daily Scrum?

A. Scrum Master

B. Development Team

C. Development Team and Product Owner

D. Development Team and Scrum Master

ANSWER: B

Explanation:

The Development Team is required to attend the Daily Scrum. In the Scrum Guide terminology used when many CSM materials were created, the Development Team consists of the professionals who perform the work needed to deliver a usable Increment during the Sprint. The Daily Scrum is their daily event for inspecting progress toward the Sprint Goal, adapting the Sprint Backlog as needed, and creating or adjusting a practical plan for the next day of work. Because the people doing the work own this plan and coordinate their work directly, their participation is essential.

The event is intentionally brief, timeboxed to 15 minutes, and held every working day of the Sprint. It enables the Development Team to identify progress, dependencies, and adjustments early, supporting the Scrum pillars of inspection and adaptation. In the current Scrum Guide, this group is called the Developers, but the responsibility is substantively the same: the people creating the Increment conduct the Daily Scrum. The Scrum Master and Product Owner may attend when useful, particularly if they are actively working as Developers, but they are not inherently required attendees solely because of their Scrum accountabilities. See the official Scrum Guide and Scrum.org's overview of the Daily Scrum.

QUESTION NO: 6

What does the Sprint Backlog consist of?

A. User Stories, only.

B. Use Cases

C. Selected Backlog Items and Tasks

D. Test cases

ANSWER: C

Explanation:

Selected Backlog Items and Tasks is the correct answer because the Sprint Backlog is the Developers' plan for achieving the Sprint Goal during the current Sprint. It includes the Product Backlog items selected for the Sprint, together with the actionable work needed to turn those items into a usable Increment. In many Scrum teams, that actionable work is represented as tasks, although Scrum does not prescribe one mandatory task format. The Sprint Backlog also makes the Sprint Goal visible and evolves throughout the Sprint as Developers learn more about the work and adapt their plan. This makes it a practical, current view of both what the team intends to deliver and how it expects to accomplish the work. The Product Backlog is broader and contains ordered future work; the Sprint Backlog is the focused subset and delivery plan for one Sprint. The Scrum Guide describes the Sprint Backlog as comprising the Sprint Goal, the selected Product Backlog items, and an actionable plan for delivering the Increment. See the official Scrum Guide and the Scrum.org overview of the Sprint Backlog.

QUESTION NO: 7

Upon what type of process control is Scrum based?

A. Hybrid

B. Defined

C. Complex

D. Empirical

ANSWER: D

Explanation:

Empirical is correct because Scrum is founded on empiricism: knowledge is gained through experience, and decisions are made using observations of what has actually occurred. Rather than attempting to fully predict and define every step upfront, Scrum uses short iterations and frequent inspection to learn from the current product, the team's progress, and stakeholder feedback. The Scrum framework applies empirical process control through its three pillars: transparency, inspection, and adaptation. Transparency makes important work and progress visible; inspection regularly examines artifacts and progress against the Sprint Goal; and adaptation adjusts plans or practices when inspection identifies a need for change. This approach is especially effective for complex work, where outcomes and the best path to achieve them cannot be completely known in advance. The official Scrum Guide explicitly states that Scrum is founded on empiricism and lean thinking. See The Scrum Guide and the Scrum.org overview of Scrum for further details.

QUESTION NO: 8

What is the Product Goal?

A. The commitment for the Sprint Backlog

B. A future state of the product that serves as a planning target

C. A list of tasks to be completed by Developers

D. The acceptance criteria for one Product Backlog item

ANSWER: B

Explanation:

The **Product Goal** describes a future state of the product that can serve as a target for the Scrum Team to plan against. It is the commitment for the Product Backlog. A product can have only one Product Goal at a time; the Scrum Team fulfills or abandons it before taking on the next one. Product Backlog items emerge and are ordered to move the product toward this longer-term objective. See the official Scrum Guide.

QUESTION NO: 9

_____ can change the priority of items in the _____ backlog at any time.

A. The Team; Product

B. The Product Owner(s); Sprint

C. The Product Owner(s); Product

D. The Scrum Master; Sprint

ANSWER: C

Explanation:

The Product Owner(s); Product is correct because the Product Owner is accountable for maximizing the value of the product resulting from the Scrum Team's work, and a central part of that accountability is effective Product Backlog management. Product Backlog management includes ordering Product Backlog items so that the Scrum Team and stakeholders have clarity about what is most valuable, urgent, or appropriate to address next. This ordering is often informally called prioritization. As product conditions, stakeholder needs, risks, market opportunities, feedback, and learning change, the Product Owner may revise the ordering of Product Backlog items at any time.

The Product Backlog is an emergent, ordered list of what is needed to improve the product. It remains dynamic throughout product development rather than becoming fixed once work begins. The Product Owner may delegate aspects of backlog management, but remains accountable for the resulting ordering and for ensuring that the Product Backlog is transparent, visible, and understood. Current Scrum terminology emphasizes a single accountable Product Owner; however, this may represent the needs and decisions of many stakeholders. See the official Scrum Guide and Scrum.org's overview of the Product Owner accountability.

QUESTION NO: 10

Which of the following are scrum challenges to a team, organizations or an individual? (Choose three.)

A. It requires Courage and Commitment

B. Hard to practice

C. Sociability

D. Interchangeability

ANSWER: A B C

Explanation:

"It requires Courage and Commitment," "Hard to practice," and "Sociability" describe genuine challenges associated with applying Scrum effectively. Courage and commitment are explicit Scrum values: practitioners need the courage to address difficult work, impediments, conflicts, and inconvenient truths, while commitment supports focus on the Sprint Goal and the team's shared objectives. These values require consistent individual and organizational behavior, not simply procedural compliance.

Scrum is intentionally lightweight, but disciplined use is challenging in practice. Teams and organizations must establish empiricism through transparency, inspection, and adaptation; protect time for Scrum events; and continually adjust work based on evidence. This demands learning, persistence, and willingness to change established management and delivery habits.

Sociability is also important because Scrum relies on close collaboration among Developers, the Product Owner, and stakeholders. Productive communication, constructive interactions, and a respectful working environment enable shared understanding, effective inspection, and timely adaptation. The Scrum Guide identifies Scrum as being founded on empiricism and highlights Commitment and Courage among its essential values. See the Scrum Guide and Scrum.org's overview of the Scrum framework.

QUESTION NO: 11

Which two actions are appropriate for a Scrum Master when an impediment is beyond the Developers' ability to resolve? (Choose two.)

A. Help make the impediment visible to the appropriate people.

B. Work with the organization to remove the impediment.

C. Assign individual Developers to work around the impediment.

D. Change the Sprint Goal without consulting the Scrum Team.

E. Direct the technical solution selected by the Developers.

ANSWER: A B

Explanation:

The Scrum Master serves the Scrum Team by causing the removal of impediments to the Scrum Team's progress and by helping improve interactions with stakeholders and other parts of the organization. The Scrum Master may work with managers, external teams, or organizational functions to make the impediment visible and facilitate its resolution. The Scrum Master should not take over the Developers' technical decisions or assign their work, because Developers remain self-managing. See the official Scrum Guide.

QUESTION NO: 12

Who is on the Scrum Team?

A. Project Manager

B. Project Owner

C. Product Owner

D. Development Team

E. Manager

F. CEO

G. Scrum Master

ANSWER: C D G

Explanation:

The Scrum Team is the fundamental unit of Scrum and includes the Product Owner, the Development Team, and the Scrum Master. The Product Owner is accountable for maximizing the value of the product resulting from the team's work and for effective Product Backlog management. The Development Team is responsible for creating usable product increments during each Sprint; in the current Scrum Guide, this group is termed "Developers." The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide and for helping the Scrum Team and organization improve their use of Scrum.

These accountabilities work together as one cohesive, self-managing Scrum Team. Scrum deliberately does not require a conventional project-management hierarchy within the team. Instead, it combines product-value accountability, delivery capability, and Scrum enablement so that the team can pursue a shared Product Goal and produce valuable increments. The terminology "Development Team" reflects earlier versions of the Scrum Guide and remains recognizable in many Scrum training and exam materials; newer guidance uses "Developers" while retaining the same essential delivery responsibility. See the official Scrum Guide for the current definition of the Scrum Team and GAQM's Certified Scrum Master certification page for certification context.

QUESTION NO: 13

The individual, detailed pieces of work that are needed to convert a product backlog item into a working software component or solution are called:

A. User Stories

B. Use cases

C. Line items

D. Tasks

ANSWER: D

Explanation:

Tasks is correct. In Scrum, a Product Backlog item expresses work that could add value to the product. When Developers select Product Backlog items for a Sprint, they create a workable plan for delivering them and achieving the Sprint Goal. This plan is the Sprint Backlog. The detailed, actionable units of effort used to implement a selected backlog item are commonly called tasks. For example, work to deliver one backlog item may be broken into tasks such as designing an interface, writing code, creating automated tests, integrating a service, and validating the completed Increment.

Tasks help make implementation work transparent, enable Developers to coordinate their work daily, and support inspection of progress toward the Sprint Goal. Scrum does not prescribe one mandatory task format or require a particular estimation method; the Developers adapt the necessary level of decomposition and planning. Nevertheless, “tasks” is the established Agile and Scrum term for the individual detailed work items that turn a backlog item into a usable, potentially releasable Increment. The Scrum Guide describes the Sprint Backlog as selected Product Backlog items together with an actionable plan for delivering the Increment. See The Scrum Guide and the Scrum.org Sprint Backlog overview.

QUESTION NO: 14

Which of the following is not a Scrum cycle activity?

A. Sprint retrospective

B. Daily scrum

C. Weekly inspection

D. Sprint planning

ANSWER: C

Explanation:

Weekly inspection is correct because Scrum does not define a recurring event with that name or a required weekly cadence. Scrum uses a Sprint as its fixed-length container, with the length selected by the Scrum Team and kept consistent. The events that occur within the Sprint provide regular opportunities to inspect progress and adapt plans: Sprint Planning establishes the Sprint’s work, the Daily Scrum supports daily inspection of progress toward the Sprint Goal, the Sprint Review inspects the product increment and relevant outcomes, and the Sprint Retrospective inspects how the team worked and identifies improvements for the next Sprint. These events are purpose-driven rather than organized around a universal weekly inspection meeting. A team may choose to conduct additional discussions or checkpoints when useful, but these are not prescribed Scrum events and should not be presented as part of the standard Scrum cycle. The Scrum Guide describes the Sprint and its formal events, including their purpose and timing, at The Scrum Guide. Scrum.org also summarizes the framework’s events and the inspect-and-adapt approach at What is Scrum?.

QUESTION NO: 15

Which two statements describe the Sprint Backlog? (Choose two.)

A. It includes the Sprint Goal, selected Product Backlog items, and a plan for delivering the Increment.

B. It is a plan by and for the Developers.

C. It is managed exclusively by the Product Owner.

D. It cannot be changed after Sprint Planning.

ANSWER: A B

Explanation:

The Sprint Backlog consists of the Sprint Goal, the selected Product Backlog items, and an actionable plan for delivering the Increment. It is created by and for the Developers, making their plan for accomplishing the Sprint Goal visible and understandable.

The Sprint Backlog is not owned by the Product Owner and does not remain unchanged throughout the Sprint. Developers adapt it as more is learned. See the official Scrum Guide for the Sprint Backlog definition.

QUESTION NO: 16

Which two statements are true about the Sprint Goal? (Choose two.)

A. It is the single objective for the Sprint.

B. It may be changed by the Product Owner at any time during the Sprint.

C. It provides flexibility in the work needed to achieve it.

D. It is a detailed list of all tasks assigned to Developers.

E. It replaces the Product Goal.

ANSWER: A C

Explanation:

The Sprint Goal is the single objective for the Sprint and provides flexibility regarding the exact work needed to achieve that objective. Developers may adapt the Sprint Backlog during the Sprint as more is learned, provided that changes do not endanger the Sprint Goal. The Sprint Goal is created during Sprint Planning and gives the Scrum Team a shared purpose rather than treating selected Product Backlog items as unrelated assignments. See the official Scrum Guide.

QUESTION NO: 17

Which role in Scrum is responsible to prioritize Product Backlog?

A. ScrumMaster

B. Development team

C. Product Owner

D. Lead Auditor

ANSWER: C

Explanation:

The Product Owner is responsible for ordering and prioritizing the Product Backlog to maximize the value of the product resulting from the Scrum Team's work. Product Backlog ordering is an ongoing activity rather than a one-time planning step: the Product Owner continually considers factors such as customer and stakeholder needs, product goals, business value, risk, dependencies, learning, and urgency. This makes the most important work transparent and ready for the Developers to consider during Sprint Planning.

The Product Owner remains accountable for effective Product Backlog management, including developing and clearly communicating the Product Goal, creating and communicating Product Backlog items, and ordering those items. The Product Owner can delegate aspects of this work, such as gathering input or refining items, but accountability for the backlog's ordering and value decisions remains with that role. Clear prioritization helps ensure each Sprint focuses on work that best advances the product and its goals. The Scrum Guide describes these responsibilities under Product Backlog management: The Scrum Guide. Additional practical guidance on the Product Owner's backlog responsibility is available from Scrum.org.