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Exam : **PSK-I**

Title : Professional Scrum with Kanban level I

Version : DEMO

1.Which of the following metrics will likely be reviewed by at the Daily Scrum for a Scrum Team using Kanban? (choose the best two answers)

A. Work Age Item.

B. Velocity.

C. Cycle Time.

D. Throughput.

E. Work in Progress (WIP).

F. Lead Time.

Answer: A,E

Explanation:

The Daily Scrum takes place around the Kanban board and focuses on inspection of leading indicators (WIP, Work Age Item) to identify where flow is lacking and on what actions the Scrum Team can take to get it back from the event.

2.Which three statements best describe a Scrum Team's definition of "Workflow"? (choose the best 3 answers)

A. It helps management track a work item's percentage of completeness.

B. It provides a common understanding of when the Scrum Team considers work to be started and finished.

C. It describes how value flows through the system.

D. It creates transparency over policies related to Work in Progress (WIP) Limits.

E. It is used as a check off list for state that each work item must go through before it is considered 'done'.

F. It provides policies that create quality gateways between development handoff phases.

Answer: B,C,D

Explanation:

The definition of "Workflow" represents the Scrum Team members' explicit understanding of what their policies are for following the Kanban practices.

This shared understanding improves transparency and enables self-organization and should include the following:

Defined points at which the Scrum Team considers work to have started and to have finished.

A definition of the work items – the individual units of value (stakeholder value, knowledge value, process improvement value) that are flowing through the Scrum Team's system (most likely Product Backlog Items (PBIs)).

A definition of the workflow states that the work items flow through from start to finish (of which there must be at least one active state).

Explicit policies about how work flows through each state (which may include items from a Scrum Team's definition of "Done" and pull policies between stages). Policies for limiting Work in Progress (WIP).

3.The definition of "Workflow" typically includes: (choose the best four answers)

A. The active states for the work items.

B. A shared understanding within the Scrum Team of how work is defined (work items).

C. A definition of customer value.

D. The start state of the process.

E. The finished state of the process.

Answer: A,B,D,E

Explanation:

The following are aspects of the Definition of "Workflow" the Scrum Team might adopt:

Visualization policies – for example, workflow states – either changing the actual workflow or bringing more transparency to an area in which the team wants to inspect and adapt.

How-we-work policies – these can directly address an impediment. For example, adjusting WIP limits and SLEs, changing the batch size or how often items are pulled between states can have a dramatic impact.

4.How does Kanban support empiricism? (choose the best two answers)

A. The Kanban board provides transparency that helps the Scrum Teams inspect and adapt their process.

B. The Product Owner uses Kanban metrics to inspect the Throughput and adapt the Developers' Cycle Time accordingly.

C. Kanban prescribes specific practices that reduces the need for empiricism.

D. Kanban brings more rapid transparency about the product by enhancing and expanding the practices of Scrum. This enables a more effective inspection and adaptation loop.

Answer: A,D

Explanation:

Scrum is founded on empirical process control theory, or empiricism. Key to empirical process control is the frequency of the transparency, inspection, and adaptation cycle - which we can also describe as the cycle time through the feedback loop.

When Kanban practices are applied to Scrum, they provide a focus on improving the flow through the feedback loop; optimizing transparency and the frequency of inspection and adaptation for both the product and the process.

5.In the middle of a Sprint, a Product Owner has requested the Developers to add a new urgent item to their Sprint Backlog. The team is currently at their WIP Limit.

Which would be the two most appropriate responses? (choose the two best answers)

A. Reject the urgent item because the WIP Limits do not allow it. Tell the Product Owner to wait until the next Sprint.

B. Add the urgent item to their Sprint Backlog but only start working on that new item when enough room frees up.

C. Take on the urgent item as an exception to the WIP Limits, pushing this item along on top of the existing flow and note a WIP exception.

D. Adjust the WIP Limits to allow for taking on the extra item and update their definition of Workflow.

Answer: B,C

Explanation:

In case an item is pulled into the Sprint Backlog, the Developers need to figure out whether they can actually start it right away. This depends on the WIP limits and the current WIP. If the team is at their WIP limit they shouldn't pull in that new item until some room frees up. If their backlog items are pretty small, an empty WIP slot will free up pretty quickly. If items are big, it can take a while.

The longer it might take to get a normal pull slot ready, the more pressure there might be to actually

expedite this card, going beyond the current WIP limits, and pushing this item along on top of the existing flow. The typical way to do this is NOT to change the WIP limit definition but to go above WIP and note a WIP exception. These exceptions can then be a topic for inspection and adaptation come time to retrospect.