

PSM I Training Course

Professional Scrum Master I

Structured Learning & Certification Preparation

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Introduction

The Professional Scrum Master I (PSM I) certification validates a foundational understanding of the Scrum framework and the role of the Scrum Master in enabling effective agile teams. It represents the ability to apply Scrum theory, principles, and values within real-world product development environments. As organizations increasingly rely on adaptive delivery models to manage complexity and uncertainty, this certification remains relevant for professionals supporting iterative value delivery and continuous improvement.

About This Training / Certification

This certification assesses a candidate's understanding of Scrum as defined by its framework, theory, and accountabilities. It is positioned at a foundational to early-intermediate level and focuses on how Scrum Masters support teams and organizations in applying empiricism, fostering collaboration, and improving effectiveness. The certification typically serves as an entry point into structured agile learning and provides a basis for further development in advanced Scrum practices, organizational agility, and leadership within agile environments.

What We Offer (AAAdemy)

AAAdemy provides structured training resources designed to support certification preparation and skill development across a wide range of IT domains. Our learning materials are built around clear knowledge structures, practical study guidance, and exam-oriented practice to help learners progress with confidence.

We offer well-organized knowledge explanations that break down complex topics into clear, understandable sections aligned with official exam objectives and real-world skill requirements. Each topic is designed to support both conceptual understanding and practical application.

Our study plans and learning guidance help learners follow a logical progression, focusing on key concepts, common pitfalls, and effective preparation strategies. This approach enables learners to study efficiently while maintaining a clear view of their learning goals.

To reinforce understanding, AAAdemy also provides practice questions and exam-focused insights that reflect typical certification scenarios. These resources are intended to help learners evaluate their readiness and strengthen their confidence before taking an exam.

All content is designed for flexible, self-paced learning, allowing individuals to study independently or alongside their existing professional or academic commitments.

Knowledge Overview

Domain: Understanding and Applying the Scrum Framework

This domain evaluates a candidate's understanding of Scrum theory, empirical process control, and the structure of the Scrum framework. It includes comprehension of the Scrum values, the purpose and interaction of accountabilities, events, and artifacts, and how these elements work together to enable transparency, inspection, and adaptation. Candidates are expected to understand not only the mechanics of Scrum but also the reasoning behind its design, including iterative delivery, incremental progress, and risk reduction through feedback.

Domain: Developing People and Teams

This domain focuses on the human and organizational aspects of Scrum. It includes servant leadership, coaching, facilitation, and the development of self-managing, cross-functional teams. Candidates should understand how psychological safety, collaboration, accountability, and shared ownership contribute to team effectiveness. Emphasis is placed on the Scrum Master's role in guiding teams toward continuous improvement and helping organizations adopt agile ways of working.

Domain: Managing Products with Agility

This domain addresses how Scrum supports value delivery and product management within complex environments. It includes understanding Product Backlog management, value optimization, stakeholder engagement, and incremental delivery. Candidates are expected to understand how empiricism supports forecasting, planning, and adaptation, and how transparency enables informed decision-making at both team and organizational levels.

Detailed Knowledge Explanation

1. Understanding and Applying the Scrum Framework

The Scrum framework is a foundational structure designed for managing complex work where more is unknown than known. It represents a strategic pivot from traditional predictive management—which relies on rigid, upfront planning—to empirical process control. By delivering work in small, iterative cycles, Scrum enables organizations to navigate uncertainty by making decisions based on observed reality rather than optimistic forecasts.

1. Scrum Theory and Principles

Scrum is grounded in empiricism, which asserts that knowledge comes from experience and making decisions based on what is observed. This is operationalized through three pillars: Transparency, Inspection, and Adaptation.

- **Transparency:** The emergent process and work must be visible to those performing the work and those receiving it. High visibility is achieved through artifacts like the Product Backlog and a shared **Definition of Done**.
- **Inspection:** Scrum artifacts and progress toward goals must be inspected frequently and diligently to detect potential problems.
- **Adaptation:** If an inspector determines that one or more aspects of a process deviate outside acceptable limits, the process or the materials being produced must be adjusted immediately.

The "So What?" Factor: Transparency is the prerequisite for the other two pillars. If the state of a product is obscured (e.g., hidden technical debt or dishonest status reports), any **Inspection** is performed on a lie, leading to **Adaptations** that further decouple the team from reality. This invalidates the empirical loop and introduces significant risk.

2. Scrum Accountabilities

Scrum defines three specific accountabilities within the Scrum Team to create a system of checks and balances that maximizes product value and ensures professional effectiveness.

2.1 Scrum Master

The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide and for the **Scrum Team's effectiveness**. They act as true leaders who serve the Scrum Team and the larger organization by coaching the team in self-management and removing impediments that hinder progress.

2.2 Product Owner

The Product Owner is accountable for maximizing the value of the product. They serve as the primary bridge between business objectives and the team, managing the Product Backlog through value-driven prioritization. They are one person, not a committee, ensuring clear decision-making.

2.3 Developers

Developers are the people in the Scrum Team committed to creating any aspect of a usable Increment each Sprint. They are characterized by:

- **Self-Management:** They internally decide who does what, when, and how.
- **Cross-functionality:** They possess all the skills necessary to create value each Sprint without relying on external entities.

3. Scrum Events

Scrum events are used to create a cadence, provide a predictable environment for work, and act as formal opportunities for inspection and adaptation.

- **The Sprint:** The heartbeat of Scrum, where ideas are turned into value. Sprints are fixed-length events of one month or less to create consistency. A new Sprint starts immediately after the conclusion of the previous one.

- **Sprint Planning:** A collaborative session where the team defines the **Sprint Goal** (the Why), selects items for the Sprint (the What), and creates a plan for delivery (the How).
- **Daily Scrum:** A 15-minute event **owned and executed by the Developers** to inspect progress toward the Sprint Goal and adapt the Sprint Backlog as necessary.
- **Sprint Review:** A session with stakeholders to inspect the outcome of the Sprint and determine future adaptations. The Product Backlog is often refined based on feedback.
- **Sprint Retrospective:** An internal team event focused on quality and effectiveness. The team inspects how the last Sprint went with regards to individuals, interactions, processes, and tools.

4. Scrum Artifacts and Commitments

Each artifact contains a commitment to provide information that enhances transparency and focus against which progress can be measured.

Artifact	Commitment	Description
Product Backlog	Product Goal	An emergent, ordered list of what is needed to improve the product. The Product Goal is the long-term objective.
Sprint Backlog	Sprint Goal	The real-time plan by and for the Developers, consisting of the Sprint Goal, selected items, and a delivery plan.
Increment	Definition of Done	A concrete stepping stone toward the Product Goal. An item is not an Increment until it meets the Definition of Done.

5. The Definition of Done (DoD)

The DoD is the **formal standard** for the quality of the product. It ensures a shared understanding of what work was completed.

- **Transparency:** Without a DoD, stakeholders cannot truly know what "potentially releasable" means.
- **Technical Debt:** A weak or ignored DoD is the primary driver of technical debt, as "undone" work eventually requires expensive rework.

6. Scrum Values

The empirical pillars of Transparency, Inspection, and Adaptation only function when the Scrum Team lives the five values: **Commitment, Focus, Openness, Respect, and Courage**. These values provide the cultural "soil" where trust can grow; without trust, transparency is impossible, and empiricism fails.

7. Scrum Event Timeboxes

Timeboxing fosters focus and limits waste. These are maximum durations for a one-month Sprint.

Event	Maximum Duration
Sprint	1 Month
Sprint Planning	8 Hours
Daily Scrum	15 Minutes
Sprint Review	4 Hours
Sprint Retrospective	3 Hours

Pro-Tip: For shorter Sprints, events are usually shorter, but the Daily Scrum remains 15 minutes regardless of Sprint length.

8. Understanding and Applying the Scrum Framework Practice Question

Q1: What best describes the purpose of the Sprint Review in Scrum?

- A. To review and revise the Scrum process with the Scrum Master.
- B. To assign new tasks for the upcoming Sprint.
- C. To allow the Development Team to reflect on how the Sprint went and plan improvements.
- D. To inspect the Increment and adapt the Product Backlog based on stakeholder feedback.

Q2: Which of the following is a key purpose of the Daily Scrum?

- A. To reassign tasks based on performance.
- B. To discuss long-term team goals and metrics.
- C. To inspect progress toward the Sprint Goal and plan the next 24 hours.
- D. To provide a status report to the Scrum Master.

Q3: What is required for a Product Backlog item to be considered “done”?

- A. It must be reviewed by all stakeholders.
- B. It must be completed according to the Product Owner’s opinion.
- C. It must meet the Definition of Done agreed upon by the Scrum Team.
- D. It must be assigned to the next Sprint.

Q4: Which of the following best describes the responsibility of the Scrum Master?

- A. Coaching the Scrum Team and facilitating Scrum events.
- B. Prioritizing the Product Backlog items.
- C. Writing code and delivering the Increment.
- D. Managing the work of the Development Team.

Q5: What does the Scrum Team inspect during a Sprint Retrospective?

- A. The entire Product Roadmap.
- B. How the last Sprint went with respect to people, relationships, and processes.

- C. Changes to the Sprint Goal.
- D. The quality of the Increment.

Q6: What is a key responsibility of the Product Owner?

- A. Coaching the team to be self-organizing.
- B. Tracking team progress through burndown charts.
- C. Facilitating the Sprint Retrospective.
- D. Managing the Product Backlog to maximize product value.

Q7: What should be the outcome of Sprint Planning?

- A. A Sprint Backlog with a clear Sprint Goal and planned work.
- B. A prioritized Product Backlog.
- C. A roadmap of future Sprints.
- D. A retrospective on the last Sprint's performance.

Q8: Which of the following statements is TRUE about Scrum Artifacts?

- A. They must be shared only within the Development Team.
- B. They are owned solely by the Scrum Master.
- C. They provide transparency and opportunities for inspection and adaptation.
- D. They only include the Product Backlog and Sprint Backlog.

Q9: What is the best explanation of "Increment" in Scrum?

- A. A document explaining the project plan for the next release.
- B. The sum of all completed Product Backlog items during a Sprint that meet the Definition of Done.
- C. A list of backlog items the team commits to for the next Sprint.
- D. A release candidate reviewed by the Scrum Master.

Q10: What does transparency in Scrum primarily aim to achieve?

- A. It allows all stakeholders to clearly see the state of work and progress.
- B. It ensures the Product Owner controls all communication.
- C. It helps management track team progress precisely.
- D. It prevents teams from adapting their process.

2. Developing People and Teams

Professional Scrum requires a strategic shift from "command and control" to **servant leadership**. The Scrum Master's primary objective is to grow the maturity of the team so they can manage their own work and solve their own problems.

1. Building Self-Managing Teams

Self-management (formerly self-organization) means the Developers decide internally how to turn Product Backlog items into Increments of value.

- **Autonomy:** Empowering Developers to use their expertise to make technical decisions.

- **Support, Not Control:** The Scrum Master removes obstacles rather than assigning tasks.
- **Collective Accountability:** The entire Scrum Team is responsible for creating a valuable, useful Increment every Sprint.

2. Leadership and Coaching Stances

The Scrum Master must choose the appropriate stance based on the team's needs.

- **Coaching vs. Mentoring:** **Coaching** is non-directive; the Scrum Master asks powerful questions to help the team uncover their own solutions (e.g., "How might we make our build process more reliable?"). **Mentoring** involves sharing specific expertise or advice. Professional Scrum Masters prioritize coaching to build long-term team autonomy.
- **Daily Scrum Ownership:** The Developers are responsible for the structure and execution of the Daily Scrum. If the Scrum Master facilitates it as a status report, they are undermining the team's self-management and invalidating the event's purpose.

3. Conflict Resolution and Psychology

Conflict is a natural byproduct of diversity. The Scrum Master acts as a mediator to pivot the team from competition to collaboration.

Tuckman's Stages and Scrum Master Intervention: | Stage | Description | Scrum Master Approach | | :--- | :--- | :--- | | **Forming** | Uncertainty, politeness, boundary testing. | Teaching Scrum basics; clarifying roles and accountabilities. | | **Storming** | Conflict arises; roles and processes challenged. | **Active facilitation**; coaching the team through constructive dialogue. | | **Norming** | Agreement, trust, and shared norms emerge. | Encouraging peer-to-peer coaching and shared leadership. | | **Performing** | High collaboration; focus on goals and value. | **Stepping back**; observing and identifying subtle "invisible" impediments. |

4. Cross-Functionality

A cross-functional team possesses all the competencies—from design and development to testing and deployment—within the team boundary. This eliminates external dependencies, which are the leading cause of delays in complex environments.

5. Developing People and Teams Practice Question

Q1: What is a primary responsibility of the Scrum Master when developing a self-organizing team?

- A. Encouraging the team to make decisions about how they approach their work
- B. Assigning tasks based on each member's strengths
- C. Monitoring individual contributions to evaluate performance
- D. Creating a detailed plan for the team's daily activities

Q2: During Sprint Retrospectives, how can a Scrum Master best support team growth?

- A. By assigning action items to individual team members
- B. By reviewing task completion metrics from the Sprint

- C. By guiding the team to identify what worked well and what can be improved
- D. By determining which team members should lead the next Sprint

Q3: Which action best demonstrates the Scrum Master's role in conflict resolution?

- A. Ignoring personal disputes to avoid disruption
- B. Taking disciplinary action against team members
- C. Assigning blame to the person who caused the issue
- D. Mediating the discussion and helping team members find common ground

Q4: What is the best way a Scrum Master can foster accountability within a Scrum Team?

- A. Encouraging the team to take collective responsibility for the Sprint Goal
- B. Assigning user stories based on individual performance history
- C. Asking each team member for a daily report
- D. Reprimanding individuals for missed deadlines

Q5: Which of the following best supports an open communication culture within a Scrum Team?

- A. Limiting feedback to Retrospective meetings only
- B. Providing feedback only through the Product Owner
- C. Creating a psychologically safe environment where feedback is welcomed
- D. Using status reports instead of face-to-face interactions

Q6: What is one way the Scrum Master promotes team collaboration during Daily Scrums?

- A. Setting the agenda and leading the meeting as a facilitator
- B. Coaching the team to self-manage the event and align around the Sprint Goal
- C. Evaluating who is making the most progress
- D. Reporting team updates to stakeholders afterwards

Q7: Why is team-building important in Scrum?

- A. It helps the Product Owner delegate work more efficiently
- B. It allows the Scrum Master to test individual competencies
- C. It strengthens trust, communication, and unity within the team
- D. It reduces the number of meetings needed during a Sprint

Q8: How does a Scrum Master support team collaboration and growth during a Sprint?

- A. By assigning individual tasks based on prior performance
- B. By facilitating communication and helping remove interpersonal blockers
- C. By providing detailed daily instructions to the team
- D. By monitoring story point completion for each developer

Q9: What should a Scrum Master do when conflict arises between team members?

- A. Wait to see if the team resolves it during the next Sprint Retrospective
- B. Take control of the situation and assign a resolution
- C. Escalate the issue to upper management
- D. Facilitate an open and respectful discussion between the parties involved

Q10: Which of the following best describes the leadership style of a Scrum Master?

- A. Servant leadership that empowers the team

- B. Directive leadership that ensures efficiency
- C. Hierarchical leadership that controls progress
- D. Authoritative leadership focused on results

3. Managing Products with Agility

Agile product management is the art of maximizing value through iterative feedback, empirical data, and Evidence-Based Management (EBM).

1. Product Backlog Management and Refinement

The Product Backlog is a living artifact; it is **never complete** as long as the product exists.

- **Value-Driven Ordering:** The Product Owner orders the backlog based on business value, risk, and customer feedback—never technical ease.
- **Ready Criteria:** During refinement, items are brought to a "Ready" state. This ensures items are well-defined and small enough to be completed within a Sprint, reducing planning volatility.

2. Optimizing Value Delivery

Agility requires technical excellence. The Scrum Master helps the team optimize their process by:

- **Automation:** Reducing manual errors and cycle time through automated testing and deployment.
- **Removing Bottlenecks:** Identifying where work accumulates and using metrics to inspect the flow.

3. Evidence-Based Management (EBM)

EBM shifts the focus from "working hard" to "delivering value" using four Key Value Areas (KVAs):

KVA	Focus	The "So What?"
Current Value (CV)	Value delivered to customers today.	High CV is good, but doesn't guarantee future success.
Unrealized Value (UV)	Potential future value if needs are met.	Helps the PO decide where to invest next.
Ability to Innovate (A2I)	Capacity to deliver new value.	If A2I is low (due to technical debt), CV will eventually stall.
Time to Market (T2M)	Speed of delivering new value.	Fast T2M allows for quicker empirical feedback loops.

4. Metrics for Continuous Improvement

Professional Scrum Teams use flow metrics to inspect and adapt their performance:

- **Cycle Time:** The time from starting an item to its completion.
- **Lead Time:** The total time from a request's creation to its delivery.
- **Escaped Defects:** Issues found in production. A high number of escaped defects indicates a weak **Definition of Done**.

5. The Feedback Loop in Action

The ultimate goal of product agility is the iterative integration of feedback. **The Loop:** *Stakeholder Feedback (Review) → New/Refined Backlog Items → Prioritized Delivery (Planning/Sprint) → Validated Increment → Review Again*. This loop ensures that the product evolves toward the **Product Goal** based on evidence, not assumptions.

Professional success in complex environments is found at the intersection of a disciplined Scrum framework, high-functioning human dynamics, and value-driven product management. Adhering to these principles transforms Scrum from a simple process into a powerful engine for organizational agility.

6. Managing Products with Agility Practice Question

Q1: What is one of the Product Owner's key responsibilities when managing the Product Backlog?

- A. Prioritizing items to deliver the most customer value
- B. Ensuring each team member has an equal workload
- C. Assigning tasks to Development Team members
- D. Creating detailed task breakdowns for the Sprint Backlog

Q2: How does the Scrum Master support backlog refinement?

- A. By adding technical tasks on behalf of the team
- B. By prioritizing items to help the Product Owner
- C. By assigning estimates to backlog items
- D. By facilitating collaboration between the Product Owner and the Development Team

Q3: What is the Scrum Master's role in optimizing the development process?

- A. Tracking individual team performance
- B. Managing the Product Backlog
- C. Assigning team members to tasks
- D. Identifying and removing impediments to improve flow

Q4: What action can help a Scrum Team incorporate stakeholder feedback more effectively?

- A. Finalizing the Product Backlog before the first Sprint
- B. Using Sprint Reviews to collect and adapt based on stakeholder input
- C. Locking the Sprint Goal to prevent changes
- D. Avoiding stakeholder meetings during the Sprint

Q5: Why are incremental deliveries important in Scrum?

- A. They guarantee faster team velocity
- B. They provide frequent opportunities for feedback and reduce risk
- C. They eliminate the need for refinement
- D. They replace the need for long-term planning

Q6: How can Scrum Masters contribute to product agility through technical practices?

- A. By encouraging automation and continuous integration
- B. By writing test cases for the developers
- C. By conducting performance reviews
- D. By enforcing coding standards

Q7: What is the Product Owner's role after stakeholders provide feedback in a Sprint Review?

- A. Defend the original plan and resist changes
- B. Adjust the Product Backlog based on the feedback
- C. Assign new work directly to team members
- D. Increase the Sprint length to accommodate suggestions

Q8: What is the purpose of backlog refinement?

- A. To assign work to specific team members
- B. To finalize all backlog items before the project begins
- C. To ensure items are understood, split, and ready for future Sprints
- D. To review sprint metrics and progress

Q9: How does the Scrum Master help ensure that development is value-driven?

- A. By estimating effort on all Product Backlog Items
- B. By creating a release plan with fixed scope
- C. By reminding the team to follow the project budget
- D. By encouraging stakeholder engagement and product feedback loops

Q10: Why is automation considered important in an agile product development process?

- A. It replaces the need for testing
- B. It prevents the team from refining the backlog
- C. It supports faster delivery, reduces errors, and improves quality
- D. It guarantees on-time delivery regardless of changes

Learning Path & Study Advice

A structured learning approach should begin with a clear understanding of agile principles and empirical thinking. Candidates should then study the Scrum framework in detail, focusing on how its components interact to create a cohesive system. Rather than memorizing terminology, learners should aim to understand the purpose behind each element of Scrum. Reflecting on practical scenarios—such as facilitating events, resolving impediments, or

improving backlog transparency—can strengthen applied understanding. Continuous review of how Scrum enables value delivery and organizational learning will support deeper conceptual mastery.

Who This PDF Is For

This document is intended for aspiring or practicing Scrum Masters, agile practitioners, project managers transitioning to Scrum environments, and team members involved in iterative product development. It is suitable for professionals with a basic understanding of product or software delivery concepts who wish to formalize their knowledge of Scrum. Individuals seeking to strengthen their understanding of team dynamics, empirical process control, and agile leadership principles will benefit most from this overview.

Call To Action

This document provides an overview of structured learning and certification preparation approaches. For learners seeking clear knowledge organization, guided study planning, and exam-focused practice resources, AAAdemy offers a comprehensive platform to support independent and effective learning.

Explore additional training materials, study guidance, and practice resources at:

<https://www.aaademy.com/Scrum-Certification/PSM-I.html>

Online Flashcards (Quizlet):

<https://quizlet.com/user/AAAdemy/folders/psm-i-scrum-study-flashcards-aaademy?i=6zfa5t&x=1xqt>

Attachment: Answers by Knowledge Point

Understanding and Applying the Scrum Framework Practice Question

A1: Answer: D

Explanation: The Sprint Review is a collaborative meeting held at the end of the Sprint. Its primary goal is to inspect the Increment, gather feedback, and adapt the Product Backlog as needed to maximize product value.

A2: Answer: C

Explanation: The Daily Scrum is a 15-minute time-boxed event where the Development Team inspects its progress toward the Sprint Goal and plans the work for the next 24 hours. It is a self-managed event, not a status update.

A3: Answer: C

Explanation: A Product Backlog item is considered “done” only when it meets the team’s shared Definition of

Done (DoD). This ensures consistent quality and that all team members understand what "complete" means. The DoD is established and agreed upon by the Scrum Team.

A4: Answer: A

Explanation: The Scrum Master is a servant-leader responsible for ensuring Scrum is understood and enacted. They coach the Scrum Team, remove impediments, and facilitate Scrum events as needed—not manage or assign work.

A5: Answer: B

Explanation: The Sprint Retrospective focuses on team reflection. The Scrum Team inspects how the last Sprint went in terms of collaboration, communication, tools, and practices, and identifies actionable improvements for the next Sprint.

A6: Answer: D

Explanation: The Product Owner is accountable for the Product Backlog, ensuring it is clearly expressed, ordered, and reflects value. They work closely with stakeholders and the Development Team to maximize the value of the product.

A7: Answer: A

Explanation: Sprint Planning results in a Sprint Goal and a detailed Sprint Backlog. The Development Team selects items from the Product Backlog, plans how to complete the work, and aligns efforts around a common objective.

A8: Answer: C

Explanation: Scrum Artifacts (Product Backlog, Sprint Backlog, and Increment) are designed to maximize transparency, enabling frequent inspection and adaptation by the Scrum Team and stakeholders.

A9: Answer: B

Explanation: The Increment is the cumulative sum of all Product Backlog items completed during a Sprint and meets the Scrum Team's Definition of Done. It must be in usable condition regardless of whether it is released.

A10: Answer: A

Explanation: Transparency in Scrum ensures that all participants, including stakeholders, have visibility into the team's work, progress, and goals. This supports collaboration, informed decision-making, and quick adaptation to changes.

Developing People and Teams Practice Question

A1: Answer: A

Explanation: A Scrum Master supports team autonomy by encouraging team members to make decisions about how they approach their work, fostering ownership and accountability.

A2: Answer: C

Explanation: The Scrum Master facilitates the Sprint Retrospective by helping the team reflect on the Sprint and identify actionable improvements, thus supporting continuous growth.

A3: Answer: D

Explanation: When conflicts arise, the Scrum Master acts as a neutral mediator, encouraging open dialogue and helping the team resolve issues constructively.

A4: Answer: A

Explanation: Scrum promotes shared accountability. The Scrum Master reinforces the idea that the entire team is responsible for meeting the Sprint Goal.

A5: Answer: C

Explanation: A Scrum Master fosters open communication by creating a safe space where team members feel free to speak honestly and give feedback without fear.

A6: Answer: B

Explanation: The Scrum Master ensures the Daily Scrum happens but encourages the team to self-organize and manage the event independently, promoting collaboration and ownership.

A7: Answer: C

Explanation: Team-building activities help improve trust and communication, which are essential for effective collaboration and high-performing Scrum Teams.

A8: Answer: B

Explanation: One of the Scrum Master's key responsibilities is to facilitate team collaboration by removing interpersonal or communication-related blockers. This creates a supportive environment where the team can work together effectively and grow continuously.

A9: Answer: D

Explanation: The Scrum Master mediates conflict by fostering open dialogue and encouraging mutual understanding, ensuring the team maintains focus and cohesion.

A10: Answer: A

Explanation: The Scrum Master practices servant leadership—helping the team grow, solve problems, and self-organize—rather than commanding or directing the team.

Managing Products with Agility Practice Question

A1: Answer: A

Explanation: The Product Owner is accountable for ordering the Product Backlog based on business value, risk, dependencies, and customer feedback, ensuring the most valuable items are delivered first.

A2: Answer: D

Explanation: The Scrum Master facilitates refinement sessions and ensures that the team and Product Owner collaborate to clarify, split, and estimate items, improving the Product Backlog readiness.

A3: Answer: D

Explanation: Scrum Masters help teams work more effectively by identifying and removing impediments (bottlenecks), allowing smoother and more productive workflows.

A4: Answer: B

Explanation: The Sprint Review provides an opportunity for stakeholders to inspect the Increment and offer feedback, which can then be used to adapt the Product Backlog.

A5: Answer: B

Explanation: Incremental delivery allows teams to gather feedback early and often, enabling faster adjustments, reducing the risk of building the wrong product, and increasing value delivery.

A6: Answer: A

Explanation: Scrum Masters help support agile delivery by promoting practices like automated testing and deployment, which improve speed, reliability, and responsiveness.

A7: Answer: B

Explanation: The Product Owner takes stakeholder feedback and incorporates it into the Product Backlog by adjusting priorities and clarifying new requirements to better serve user needs.

A8: Answer: C

Explanation: Backlog refinement ensures that backlog items are clear, appropriately sized, and prioritized, enabling smoother Sprint Planning and better Sprint execution.

A9: Answer: D

Explanation: Scrum Masters help foster a value-focused mindset by enabling frequent stakeholder collaboration, especially during Sprint Reviews, to keep development aligned with customer needs.

A10: Answer: C

Explanation: Automation supports agility by enabling quick builds, tests, and deployments. This minimizes manual errors, improves feedback loops, and speeds up value delivery.