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Scrum Alliance CSM

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Topic Break Down

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QUESTION NO: 1

Managers regularly assign individual tasks to Developers during the Sprint and request daily status reports from them. What is the most effective Scrum Master response?

- A. Require the Developers to accept the assignments because managers are accountable for delivery.
- B. Coach the managers and Developers on self-management and create a more transparent way to inspect Sprint progress.
- C. Ask the Product Owner to distribute all manager-assigned tasks through the Product Backlog.
- D. Replace the Daily Scrum with individual status meetings led by the Scrum Master.

ANSWER: B

Explanation:

Coach the managers and Developers on self-management and create a more transparent way to inspect Sprint progress. Developers decide internally who does what, when, and how. Direct task assignment by managers undermines self-management and can distract the team from its Sprint Goal.

The managers' need for visibility is legitimate, but individual status reporting is not the purpose of the Daily Scrum. The Scrum Master should help establish transparent artifacts and collaborative interactions that allow stakeholders to understand progress while preserving the Developers' accountability for managing their work.

QUESTION NO: 2

Who should the Scrum Master work with to determine if artifacts are completely transparent?

- A. End users
- B. Scrum Team and other involved parties
- C. Management team
- D. Project Manager

ANSWER: B

Explanation:

Scrum Team and other involved parties is correct because transparency is a shared condition that enables empiricism: people making decisions must have a common, accurate understanding of the work, its status, and the quality of the Increment. The Scrum Master helps establish this shared understanding with the Scrum Team and with the people affected by or relying on the artifacts, such as stakeholders and the wider organization. This includes ensuring that the Product Backlog, Sprint Backlog, Increment, and their associated commitments are visible, understood, and interpreted consistently enough to support inspection and adaptation.

The Scrum Guide identifies transparency as one of Scrum's foundational empirical pillars and explains that artifacts are designed to maximize transparency of key information. It also states that the Scrum Master serves both the Scrum Team and the organization, including by enabling effective stakeholder collaboration. Working across these involved groups allows the Scrum Master to identify when an artifact is incomplete, ambiguous, inaccessible, or understood differently by different participants, then help create the clarity required for sound decisions. See the [official Scrum Guide](#) and Scrum Alliance's overview of the [Certified ScrumMaster role](#).

QUESTION NO: 3

A Product Owner wants to estimate the effort for upcoming Product Backlog items without involving the people who will perform the work. What should the Scrum Master explain?

- A. The Scrum Master should estimate items to maintain neutrality between value and implementation.

- B. The Product Owner should estimate items because they are accountable for Product Backlog management.
- C. The Developers who will perform the work are responsible for sizing Product Backlog items.
- D. Stakeholders should estimate items because they define the business need.

ANSWER: C

Explanation:

The Developers who will perform the work are responsible for sizing Product Backlog items. Developers use their knowledge of the work, technical approach, risks, and Definition of Done to size items. The Product Owner can provide context about value and desired outcomes, but should not substitute their estimate for the Developers' assessment.

Product Backlog refinement is collaborative and may include estimation when useful. However, assigning estimates unilaterally to create certainty undermines transparency and the Developers' responsibility for their plan.

QUESTION NO: 4

A lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems is known as

- A. Kanban.
- B. Scrum.
- C. Agile.
- D. Waterfall.

ANSWER: B

Explanation:

Scrum. is correct because this wording is the formal definition of Scrum in the Scrum Guide: "Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems." Scrum establishes an empirical, iterative approach in which a Scrum Team works toward a Product Goal through Sprints. During each Sprint, the team creates a usable Increment, inspects outcomes and progress, and adapts its plans as needed. This frequent learning cycle enables teams to address uncertainty and complexity while continuously focusing on value rather than attempting to predict all work and requirements upfront.

Scrum is deliberately incomplete: its accountabilities, events, artifacts, and commitments provide a minimal structure that teams can use to solve complex problems in their own context. Its foundation is empiricism, supported by transparency, inspection, and adaptation. These characteristics directly support the phrase "adaptive solutions for complex problems" in the question. The definition appears in the official Scrum Guide, jointly maintained by Scrum's co-creators, Ken Schwaber and Jeff Sutherland. See the [official Scrum Guide](#) and Scrum Alliance's overview of [what Scrum is](#).

QUESTION NO: 5

Which activity seeks to build consensus in a group setting?

- A. Coaching
- B. Teaching
- C. Mentoring
- D. Facilitating

ANSWER: D

Explanation:

Facilitating is correct because facilitation is a structured, neutral activity that helps a group work productively toward shared understanding, decisions, and agreement. A facilitator designs and guides the conversation rather than supplying the group's answer. This includes establishing an inclusive environment, making space for all relevant perspectives, clarifying points of disagreement, and using techniques that enable participants to converge on an outcome they can support. Building consensus does not necessarily require unanimous enthusiasm; it means helping the group reach a sufficiently shared decision and commitment to move forward.

In Scrum, facilitation is an important Scrum Master capability. The Scrum Master ensures that Scrum events occur and are productive, and may facilitate them when needed. During Sprint Planning, the Sprint Retrospective, or a discussion involving stakeholders, facilitation can help participants establish a common goal, surface assumptions, and agree on practical next steps while preserving the Developers' accountability for their decisions. Scrum Alliance also identifies facilitation as a core skill that enables collaboration and effective group decision-making. See the [Scrum Guide](#) and Scrum Alliance's overview of [the Scrum Master role](#).

QUESTION NO: 6

Which Agile principle is being practiced if a team chooses to focus on the highest priority product backlog items?

- A. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
- B. Simplicity - The art of maximizing the amount of work not done is essential.
- C. Business people and developers must work together daily throughout the project.
- D. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

ANSWER: B

Explanation:

Simplicity - The art of maximizing the amount of work not done is essential. is the applicable Agile principle. Focusing on the highest-priority Product Backlog items directs the team's finite capacity toward the work expected to provide the greatest current value, rather than attempting lower-value work merely because it has been identified. This embodies simplicity because the team deliberately avoids unnecessary scope and effort, preserving time and attention for the outcomes that matter most.

In Scrum, the Product Backlog is an ordered, emergent list of what is needed to improve the product. Its ordering helps make the most valuable work transparent, enabling the Scrum Team to select work that advances the Product Goal and creates useful value. Choosing the highest-priority items is therefore a practical expression of reducing work that does not need to be done now, while allowing lower-priority needs to be revisited as learning and stakeholder needs evolve. The Agile Manifesto explicitly identifies simplicity—maximizing the amount of work not done—as essential. See the [Agile Manifesto principles](#) and the [Scrum Guide](#) for the Product Backlog's purpose and ordering.

QUESTION NO: 7

What emerges from self-organizing teams?

- A. The best process flows, user stories and requirements
- B. The best architecture, requirements and designs
- C. The best designs, user stories and Sprint Backlog
- D. The best architecture, user stories and requirements

ANSWER: B

Explanation:

The best architecture, requirements and designs emerge from self-organizing teams. This is the wording of the twelfth principle behind the Agile Manifesto: “The best architectures, requirements, and designs emerge from self-organizing teams.” Self-organizing teams bring together the technical knowledge, product understanding, and day-to-day collaboration needed to make effective decisions close to the work. Rather than relying on a person outside the team to prescribe every solution detail, team members collectively determine how to organize, design, and adapt their work to meet the product goal and deliver valuable increments.

In Scrum, this idea is reflected in the Scrum Team's self-managing nature. The team decides internally who does what, when, and how, while working toward the Sprint Goal and Product Goal. This autonomy supports accountability, learning, and continuous adaptation as new information emerges. Scrum does not require a specific technical design method; instead, it provides a framework in which capable, collaborative professionals can use their expertise to create appropriate architectures, refine requirements, and evolve designs. The Agile Manifesto expresses the principle directly at [Agile Manifesto: Principles behind the Manifesto](#). Scrum's description of self-managing teams is available in the [Scrum Guide](#).