

## CERT-PASS

# Scrum.org Professional Scrum Master™ I

### Free Practice Questions Preview

Here are 35 sample questions to help you get started. Unlock the full exam to access all 1050+ questions with detailed explanations.

#### Question 1 : Developing People and Teams

A retail company has a Scrum Team that is under heavy compliance pressure and is building an e-commerce checkout in a three-week Sprint. An organization says Scrum is failing because teams do not follow the old approval process. What should the Scrum Master do? Additional context: the immediate concern is a stakeholder conflict, there is low trust between business and technology, and this is Sprint 7 for the product.

- A. Help the organization understand Scrum and inspect whether the old process is an impediment to value delivery.
- B. Convert Sprint Reviews into approval boards.
- C. Remove all governance immediately because Scrum has no rules.
- D. Tell the Scrum Team to ignore management permanently.

#### Answer: A

The Scrum Master serves the organization by leading, training, and coaching in Scrum adoption. The top wrong answer is extreme; Scrum may work with governance, but empirical value delivery should not be blocked unnecessarily.

#### Question 2 : Understanding and Applying the Scrum Framework

A fintech scale-up has a Scrum Team that is trying to improve stakeholder trust and is building a logistics routing product in a one-month Sprint. Which two statements about the Sprint Backlog and Sprint Goal are correct? Additional context: the immediate concern is a stakeholder conflict, a Scrum Team works on one complex product, and this is Sprint 3 for the product.

- A. Statements 3 and 4 only
- B. Statements 1 and 3 only
- C. Statements 2 and 4 only
- D. Statements 1 and 2 only

#### Answer: D

The Sprint Goal is the commitment for the Sprint Backlog, and Developers adapt their plan. The best wrong answer includes stakeholder-driven goal changes, which weakens the Sprint Goal.

#### Question 3 : Developing People and Teams

A Product Owner often dictates how Developers should implement Product Backlog items. What should the Scrum Master do? Additional context: the immediate concern is a budget concern, a team has many unfinished items each Sprint, and this is Sprint 1 for the product.

- A. Ask management to assign a technical lead to approve all designs.
- B. Move implementation details into the Product Goal.
- C. Support the Product Owner because product value includes technical design.
- D. Coach the Product Owner and Developers on accountabilities: the Product Owner orders what, Developers manage how.**

**Answer: D**

The Product Owner maximizes value and orders the Product Backlog; Developers determine how to create the Increment. The top wrong answer blurs accountabilities.

#### Question 4 : Understanding and Applying the Scrum Framework

A bank has a Scrum Team that is recovering from waterfall habits and is building an insurance claims portal in a three-week Sprint. Which two statements about accountabilities are correct? Additional context: the immediate concern is a regulatory deadline, a team has many unfinished items each Sprint, and this is Sprint 8 for the product.

- A. The Product Owner maximizes value; Developers create a usable Increment.**
- B. Management owns the Sprint Goal; the Scrum Master owns technical quality.
- C. The Product Owner assigns tasks; Developers approve releases.
- D. The Scrum Master orders the Product Backlog; stakeholders assign tasks.

**Answer: A**

The Product Owner maximizes value and Developers create the Increment. The top wrong answer mixes accountabilities and adds roles Scrum does not define.

#### Question 5 : Understanding and Applying the Scrum Framework

A telecom operator has a Scrum Team that is distributed across three countries and is building a mobile banking app in a two-week Sprint. The Product Owner is absent from Sprint Planning, but the team has a long Product Backlog. What is the biggest risk? Additional context: the immediate concern is an executive request, the team has frequent unplanned work, and this is Sprint 12 for the product.

- A. The Sprint automatically becomes invalid under Scrum.
- B. Developers cannot write code unless the Product Owner is physically present each day.
- C. The Scrum Team may lack a clear Sprint Goal and business context for selecting valuable work.**
- D. The Scrum Master must become the Product Owner for the Sprint.

**Answer: C**

The Product Owner is accountable for maximizing value and communicating Product Goal/context; absence can harm planning. The top wrong answer is too absolute and not a Scrum rule.

#### Question 6 : Understanding and Applying the Scrum Framework

A manufacturing company has a Scrum Team that is distributed across three countries and is building an IoT monitoring product in a one-month Sprint. The Product Owner is absent from Sprint Planning, but the team has a long Product Backlog. What is the biggest risk? Additional context: the immediate concern is a dependency delay, the Product Owner is overloaded, and this is Sprint 6 for the product.

- A. Developers cannot write code unless the Product Owner is physically present each day.
- B. The Scrum Team may lack a clear Sprint Goal and business context for selecting valuable work.**
- C. The Sprint automatically becomes invalid under Scrum.
- D. The Scrum Master must become the Product Owner for the Sprint.

**Answer: B**

The Product Owner is accountable for maximizing value and communicating Product Goal/context; absence can harm planning. The top wrong answer is too absolute and not a Scrum rule.

### Question 7 : Managing Products with Agility

A fintech scale-up has a Scrum Team that is experienced but under pressure and is building a learning management product in a one-month Sprint. Stakeholders disagree about the next feature for the payment gateway. What should the Product Owner use to guide ordering? Additional context: the immediate concern is a stakeholder conflict, the team has frequent unplanned work, and this is Sprint 12 for the product.

- A. The loudest stakeholder's request because Scrum is customer-driven.
- B. Only the oldest Product Backlog items because FIFO is required.
- C. Only Developer preference because they create the Increment.
- D. Product Goal, value, risk, learning, and stakeholder input.**

**Answer: D**

Product Backlog ordering is a value-maximization decision informed by many factors. The top wrong answer overweights one stakeholder and weakens product ownership.

### Question 8 : Understanding and Applying the Scrum Framework

An insurance group has a Scrum Team that is struggling with quality and is building a data platform in a two-week Sprint. Which is true about the Scrum Master accountability? Additional context: the immediate concern is a budget concern, the team has frequent unplanned work, and this is Sprint 10 for the product.

- A. The Scrum Master is accountable for assigning Sprint Backlog tasks.
- B. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide and helping everyone understand Scrum theory and practice.**
- C. The Scrum Master is accountable for maximizing product value.
- D. The Scrum Master is accountable for ordering the Product Backlog.

**Answer: B**

The Scrum Master establishes Scrum and serves the team, Product Owner, and organization. The top wrong answer describes Product Owner accountability.

### Question 9 : Understanding and Applying the Scrum Framework

A public-sector agency has a Scrum Team that is struggling with quality and is building a healthcare scheduling service in a one-month Sprint. Which commitment is associated with the Sprint Backlog? Additional context: the immediate concern is an executive request, a Scrum Team works on one complex product, and this is Sprint 3 for the product.

- A. **Sprint Goal**
- B. Sprint velocity
- C. Definition of Done
- D. Release plan

**Answer: A**

The Sprint Backlog has the commitment Sprint Goal, which increases transparency and focus. The strongest wrong answer names another useful Scrum concept but not the commitment for this artifact.

### Question 10 : Developing People and Teams

A health-tech company has a Scrum Team that is trying to improve stakeholder trust and is building an IoT monitoring product in a one-week Sprint. Developers are afraid to reveal a serious integration problem before the Sprint Review. What should the Scrum Master encourage? Additional context: the immediate concern is a market experiment, an experienced team has strong technical practices, and this is Sprint 11 for the product.

- A. Reporting only positive progress to preserve morale.
- B. **Openness and early transparency so the Scrum Team can inspect and adapt.**
- C. Reducing the Definition of Done so the issue disappears.
- D. Waiting until the Product Owner has a complete solution.

**Answer: B**

Scrum depends on transparency and openness to enable inspection and adaptation. The top wrong answer delays learning and creates surprise.

### Question 11 : Understanding and Applying the Scrum Framework

A fintech scale-up has a Scrum Team that is new to Scrum and is building a learning management product in a two-week Sprint. The Scrum Team has work that passes development but lacks documentation required by its Definition of Done. How should it be represented? Additional context: the immediate concern is unexpected production incidents, the organization is used to command-and-control planning, and this is Sprint 10 for the product.

- A. It is Done if it was demonstrated at the Sprint Review.
- B. It is Done if the Product Owner accepts the business value.
- C. **It is not part of the Increment until it meets the Definition of Done.**
- D. It is Done if the Developers plan to finish documentation in a hardening Sprint.

**Answer: C**

Only work meeting the Definition of Done is part of the Increment. The top wrong answer relies on Product Owner

acceptance, but acceptance cannot override the Definition of Done.

### Question 12 : Understanding and Applying the Scrum Framework

A fintech scale-up has a Scrum Team that is experienced but under pressure and is building a payment gateway in a one-week Sprint. Which commitment is associated with the Increment? Additional context: the immediate concern is a budget concern, the team has frequent unplanned work, and this is Sprint 13 for the product.

- A. Product Goal
- B. Sprint velocity
- C. Release plan
- D. Definition of Done**

#### Answer: D

The Increment has the commitment Definition of Done, which increases transparency and focus. The strongest wrong answer names another useful Scrum concept but not the commitment for this artifact.

### Question 13 : Managing Products with Agility

A manufacturing company has a Scrum Team that is struggling with quality and is building a data platform in a one-month Sprint. Stakeholders disagree about the next feature for the internal HR portal. What should the Product Owner use to guide ordering? Additional context: the immediate concern is a dependency delay, a Scrum Team works on one complex product, and this is Sprint 1 for the product.

- A. Only the oldest Product Backlog items because FIFO is required.
- B. The loudest stakeholder's request because Scrum is customer-driven.
- C. Product Goal, value, risk, learning, and stakeholder input.**
- D. Only Developer preference because they create the Increment.

#### Answer: C

Product Backlog ordering is a value-maximization decision informed by many factors. The top wrong answer overweights one stakeholder and weakens product ownership.

### Question 14 : Understanding and Applying the Scrum Framework

A insurance group has a Scrum Team that is recovering from waterfall habits and is building a data platform in a one-week Sprint. Which is true about the Scrum Master accountability? Additional context: the immediate concern is a stakeholder conflict, a team has many unfinished items each Sprint, and this is Sprint 1 for the product.

- A. The Scrum Master is accountable for maximizing product value.
- B. The Scrum Master is accountable for assigning Sprint Backlog tasks.
- C. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide and helping everyone understand Scrum theory and practice.**
- D. The Scrum Master is accountable for ordering the Product Backlog.

**Answer: C**

The Scrum Master establishes Scrum and serves the team, Product Owner, and organization. The top wrong answer describes Product Owner accountability.

### Question 15 : Managing Products with Agility

A telecom operator has a Scrum Team that is distributed across three countries and is building a healthcare scheduling service in a three-week Sprint. The Product Owner for a data platform has many stakeholder requests and limited capacity. What is the Product Owner accountable for? Additional context: the immediate concern is a critical customer escalation, a Scrum Team works on one complex product, and this is Sprint 5 for the product.

- A. Assigning tasks to Developers so the most urgent stakeholder is served first.
- B. Maximizing the value of the product resulting from the Scrum Team's work.**
- C. Ensuring every stakeholder request is completed in the current release.
- D. Writing all technical acceptance tests personally.

**Answer: B**

The Product Owner is accountable for maximizing product value and Product Backlog management. The top wrong answer turns the Product Owner into a task manager.

### Question 16 : Understanding and Applying the Scrum Framework

A SaaS vendor has a Scrum Team that is struggling with quality and is building a logistics routing product in a two-week Sprint. Which statement best explains why Scrum has timeboxes? Additional context: the immediate concern is unexpected production incidents, a new Scrum Team is still learning Scrum, and this is Sprint 6 for the product.

- A. They create regular opportunities for inspection and adaptation while limiting risk.**
- B. They ensure every Sprint has the same number of Product Backlog items.
- C. They allow management to compare teams by velocity.
- D. They guarantee that all selected scope will be completed.

**Answer: A**

Timeboxes support empiricism by creating cadence and limiting risk. The top wrong answer treats a forecast as a guarantee, which Scrum does not do.

### Question 17 : Understanding and Applying the Scrum Framework

A Scrum Team has multiple Increments that meet the Definition of Done during a Sprint. When may they be delivered? Additional context: the immediate concern is a new competitor feature, a team has many unfinished items each Sprint, and this is Sprint 4 for the product.

- A. Only after the Sprint Review has formally approved them.
- B. Never during a Sprint because release breaks the Sprint timebox.

C. Only at the end of a release Sprint.

**D. At any time, if the Product Owner decides it is valuable to release.**

**Answer: D**

Scrum does not require waiting until Sprint end to release Done Increments; release is a business decision. The top wrong answer confuses Sprint Review with a release gate.

### Question 18 : Understanding and Applying the Scrum Framework

A SaaS vendor has a Scrum Team that is trying to improve stakeholder trust and is building a payment gateway in a three-week Sprint. Which statement best explains why Scrum has timeboxes? Additional context: the immediate concern is a critical customer escalation, the Product Owner is overloaded, and this is Sprint 7 for the product.

**A. They create regular opportunities for inspection and adaptation while limiting risk.**

B. They allow management to compare teams by velocity.

C. They ensure every Sprint has the same number of Product Backlog items.

D. They guarantee that all selected scope will be completed.

**Answer: A**

Timeboxes support empiricism by creating cadence and limiting risk. The top wrong answer treats a forecast as a guarantee, which Scrum does not do.

### Question 19 : Understanding and Applying the Scrum Framework

A media platform has a Scrum Team that is scaling product work and is building a data platform in a three-week Sprint. In Sprint Review, the team notices that its forecast is based on assumptions rather than evidence. Which Scrum theory principle is most directly at risk? Additional context: the immediate concern is an executive request, an experienced team has strong technical practices, and this is Sprint 5 for the product.

A. Resource optimization, because every person must be fully allocated.

B. Waterfall sequencing, because Scrum requires phases to be completed in order.

C. Contract compliance, because the plan must not change after approval.

**D. Empiricism, because decisions should be based on observation and experience.**

**Answer: D**

Scrum is founded on empiricism: transparency enables inspection and adaptation based on what is known. The top wrong answer confuses Scrum with phase-gate planning, which is not Scrum.

### Question 20 : Understanding and Applying the Scrum Framework

A media platform has a Scrum Team that is struggling with quality and is building a payment gateway in a two-week Sprint. Which two statements about accountabilities are correct? Additional context: the immediate concern is a dependency delay, the organization is used to command-and-control planning, and this is Sprint 3 for the product.

- A. The Product Owner assigns tasks; Developers approve releases.
- B. The Scrum Master orders the Product Backlog; stakeholders assign tasks.
- C. Management owns the Sprint Goal; the Scrum Master owns technical quality.
- D. The Product Owner maximizes value; Developers create a usable Increment.**

**Answer: D**

The Product Owner maximizes value and Developers create the Increment. The top wrong answer mixes accountabilities and adds roles Scrum does not define.

### Question 21 : Developing People and Teams

A conflict appears between Developers about how to implement a feature in the data platform. What is the Scrum Master's best stance? Additional context: the immediate concern is a stakeholder conflict, several stakeholders disagree about priority, and this is Sprint 2 for the product.

- A. Ask the Product Owner to select the fastest technical approach.
- B. Escalate the decision to stakeholders to avoid wasting time.
- C. Facilitate if needed and help the Developers use constructive conflict to reach their own decision.**
- D. Choose the technical solution because the Scrum Master owns process quality.

**Answer: C**

The Scrum Master supports self-management and may facilitate, not take over decisions. The top wrong answer gives the Scrum Master technical authority Scrum does not define.

### Question 22 : Developing People and Teams

A SaaS vendor has a Scrum Team that is new to Scrum and is building a data platform in a two-week Sprint. Which two Scrum Master actions best help a team become self-managing? Additional context: the immediate concern is a regulatory deadline, there is low trust between business and technology, and this is Sprint 3 for the product.

- A. Coach the team in Scrum and help remove impediments to decision-making.**
- B. Assign tasks and evaluate individual performance daily.
- C. Protect the team from all stakeholder feedback.
- D. Approve technical designs and enforce detailed work instructions.

**Answer: A**

The Scrum Master coaches, facilitates, and removes impediments to effective Scrum. The top wrong answer substitutes command-and-control for self-management.

### Question 23 : Understanding and Applying the Scrum Framework

A logistics provider has a Scrum Team that is distributed across three countries and is building an IoT monitoring product in a two-week Sprint. Which two statements about the Sprint Backlog and Sprint Goal are correct? Additional context: the immediate

concern is a stakeholder conflict, there is low trust between business and technology, and this is Sprint 1 for the product.

- A. Statements 2 and 4 only
- B. Statements 1 and 2 only**
- C. Statements 3 and 4 only
- D. Statements 1 and 3 only

**Answer: B**

The Sprint Goal is the commitment for the Sprint Backlog, and Developers adapt their plan. The best wrong answer includes stakeholder-driven goal changes, which weakens the Sprint Goal.

### Question 24 : Developing People and Teams

A Scrum Team asks the Scrum Master to decide whether they are allowed to change their engineering practices. What is the best response? Additional context: the immediate concern is a regulatory deadline, an experienced team has strong technical practices, and this is Sprint 1 for the product.

- A. Allow changes only if stakeholders vote during the Sprint Review.
- B. Encourage Developers to inspect and adapt their practices to improve quality and the Definition of Done.**
- C. Tell the Product Owner to own all technical practices.
- D. Forbid changes because Scrum defines all engineering practices.

**Answer: B**

Scrum is purposefully incomplete and teams may use practices that help create Done Increments. The top wrong answer falsely claims Scrum defines all techniques.

### Question 25 : Developing People and Teams

A SaaS vendor has a Scrum Team that is experienced but under pressure and is building a healthcare scheduling service in a three-week Sprint. Which two coaching messages are most aligned with Scrum? Additional context: the immediate concern is unexpected production incidents, several stakeholders disagree about priority, and this is Sprint 13 for the product.

- A. The Scrum Master assigns work; the Product Owner approves technical design.
- B. Management owns the Daily Scrum; the Product Owner owns the Retrospective.
- C. Developers manage how work is done; the Scrum Team shares accountability for valuable Increments.**
- D. Stakeholders manage the Sprint Backlog; Developers only execute tasks.

**Answer: C**

Scrum supports self-management and shared accountability within clear accountabilities. The top wrong answer replaces Scrum with traditional supervision.

### Question 26 : Understanding and Applying the Scrum Framework

A logistics provider has a Scrum Team that is experienced but under pressure and is building a learning management product in a two-week Sprint. Which two statements about the Sprint Backlog and Sprint Goal are correct? Additional context: the immediate concern is a market experiment, the organization is used to command-and-control planning, and this is Sprint 1 for the product.

- A. Statements 1 and 3 only
- B. Statements 2 and 4 only
- C. Statements 1 and 2 only**
- D. Statements 3 and 4 only

**Answer: C**

The Sprint Goal is the commitment for the Sprint Backlog, and Developers adapt their plan. The best wrong answer includes stakeholder-driven goal changes, which weakens the Sprint Goal.

### Question 27 : Understanding and Applying the Scrum Framework

A insurance group has a Scrum Team that is recovering from waterfall habits and is building a payment gateway in a one-month Sprint. The Product Owner is absent from Sprint Planning, but the team has a long Product Backlog. What is the biggest risk? Additional context: the immediate concern is a budget concern, the Product Owner is overloaded, and this is Sprint 1 for the product.

- A. The Scrum Master must become the Product Owner for the Sprint.
- B. The Scrum Team may lack a clear Sprint Goal and business context for selecting valuable work.**
- C. The Sprint automatically becomes invalid under Scrum.
- D. Developers cannot write code unless the Product Owner is physically present each day.

**Answer: B**

The Product Owner is accountable for maximizing value and communicating Product Goal/context; absence can harm planning. The top wrong answer is too absolute and not a Scrum rule.

### Question 28 : Understanding and Applying the Scrum Framework

A manufacturing company has a Scrum Team that is distributed across three countries and is building a payment gateway in a one-week Sprint. The Product Owner is absent from Sprint Planning, but the team has a long Product Backlog. What is the biggest risk? Additional context: the immediate concern is a dependency delay, the Product Owner is overloaded, and this is Sprint 7 for the product.

- A. The Scrum Team may lack a clear Sprint Goal and business context for selecting valuable work.**
- B. Developers cannot write code unless the Product Owner is physically present each day.
- C. The Sprint automatically becomes invalid under Scrum.
- D. The Scrum Master must become the Product Owner for the Sprint.

**Answer: A**

The Product Owner is accountable for maximizing value and communicating Product Goal/context; absence can harm planning. The top wrong answer is too absolute and not a Scrum rule.

### Question 29 : Understanding and Applying the Scrum Framework

A Scrum Team has multiple Increments that meet the Definition of Done during a Sprint. When may they be delivered?

Additional context: the immediate concern is a stakeholder conflict, the Product Owner is overloaded, and this is Sprint 11 for the product.

- A. Only after the Sprint Review has formally approved them.
- B. Only at the end of a release Sprint.
- C. Never during a Sprint because release breaks the Sprint timebox.
- D. At any time, if the Product Owner decides it is valuable to release.**

#### Answer: D

Scrum does not require waiting until Sprint end to release Done Increments; release is a business decision. The top wrong answer confuses Sprint Review with a release gate.

### Question 30 : Understanding and Applying the Scrum Framework

A Scrum Team has multiple Increments that meet the Definition of Done during a Sprint. When may they be delivered?

Additional context: the immediate concern is a stakeholder conflict, a new Scrum Team is still learning Scrum, and this is Sprint 4 for the product.

- A. Never during a Sprint because release breaks the Sprint timebox.
- B. Only after the Sprint Review has formally approved them.
- C. Only at the end of a release Sprint.
- D. At any time, if the Product Owner decides it is valuable to release.**

#### Answer: D

Scrum does not require waiting until Sprint end to release Done Increments; release is a business decision. The top wrong answer confuses Sprint Review with a release gate.

### Question 31 : Managing Products with Agility

A university IT department has a Scrum Team that is under heavy compliance pressure and is building a payment gateway in a one-week Sprint. Which statement best describes the Product Goal? Additional context: the immediate concern is an executive request, a team has many unfinished items each Sprint, and this is Sprint 1 for the product.

- A. It is a contract signed by stakeholders before development begins.
- B. It is the long-term objective for the Scrum Team and the commitment for the Product Backlog.**
- C. It is a release burndown chart maintained by the Scrum Master.
- D. It is the forecast of Product Backlog items selected for the current Sprint.

#### Answer: B

The Product Goal is the commitment for the Product Backlog and describes a future state. The top wrong answer describes the Sprint Backlog/Sprint forecast.

### Question 32 : Understanding and Applying the Scrum Framework

A health-tech company has a Scrum Team that is distributed across three countries and is building an e-commerce checkout in a two-week Sprint. Which two statements about the Sprint Backlog and Sprint Goal are correct? Additional context: the immediate concern is a security audit finding, several stakeholders disagree about priority, and this is Sprint 13 for the product.

- A. Statements 1 and 2 only
- B. Statements 2 and 4 only
- C. Statements 1 and 3 only
- D. Statements 3 and 4 only

**Answer: A**

The Sprint Goal is the commitment for the Sprint Backlog, and Developers adapt their plan. The best wrong answer includes stakeholder-driven goal changes, which weakens the Sprint Goal.

### Question 33 : Developing People and Teams

A senior manager attends the Daily Scrum and asks why a Developer did not finish a task yesterday. What should the Scrum Master do? Additional context: the immediate concern is a critical customer escalation, the Product Owner is overloaded, and this is Sprint 11 for the product.

- A. Cancel future Daily Scrums when managers are available.
- B. Coach the manager that the Daily Scrum is not a status meeting and protect the Developers' self-management.**
- C. Ask the Developer to send a separate daily report to avoid questions.
- D. Let the manager continue because pressure improves commitment.

**Answer: B**

The Scrum Master helps remove impediments to effective Scrum events and coaches the organization. The top wrong answer reinforces command-and-control behavior.

### Question 34 : Understanding and Applying the Scrum Framework

A bank has a Scrum Team that is scaling product work and is building a learning management product in a one-month Sprint. The Scrum Team has work that passes development but lacks documentation required by its Definition of Done. How should it be represented? Additional context: the immediate concern is a new competitor feature, a Scrum Team works on one complex product, and this is Sprint 11 for the product.

- A. It is Done if the Product Owner accepts the business value.
- B. It is Done if the Developers plan to finish documentation in a hardening Sprint.
- C. It is Done if it was demonstrated at the Sprint Review.
- D. It is not part of the Increment until it meets the Definition of Done.**

**Answer: D**

Only work meeting the Definition of Done is part of the Increment. The top wrong answer relies on Product Owner acceptance, but acceptance cannot override the Definition of Done.

### Question 35 : Developing People and Teams

A insurance group has a Scrum Team that is trying to improve stakeholder trust and is building a payment gateway in a two-week Sprint. The Developers say they need a specialist outside the Scrum Team for every database change. What should the Scrum Master focus on? Additional context: the immediate concern is unexpected production incidents, an experienced team has strong technical practices, and this is Sprint 2 for the product.

- A. Tell Developers to avoid database work in future Sprints.
- B. Create a permanent handoff phase after each Sprint.
- C. Help reveal the dependency and encourage the Scrum Team and organization to improve cross-functionality.**
- D. Make the specialist a temporary Product Owner for technical items.

**Answer: C**

A Scrum Team should be cross-functional enough to create value each Sprint; dependencies are impediments to inspect. The top wrong answer institutionalizes handoffs.

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