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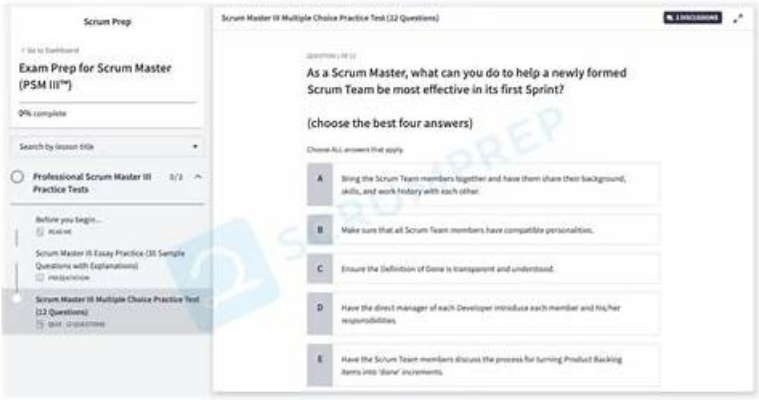

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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q16-Q21):

NEW QUESTION # 16
You have been appointed the Scrum Master for a brand new product your organization is planning to develop.
A ProductOwner has also been appointed. Initially, fifteen developers will work on the product. What approaches are common forforming teams for this product, and how do they likely benefit or hinder the Product Development effort?

Answer:

Explanation:
When starting development of a brand new product with fifteen developers, forming effective teams is a critical early decision that significantly influences the success of product development. From a Scrum Master' s perspective, multiple approaches are commonly used in practice. Each approach offers distinct benefits and drawbacks when evaluated against Scrum principles such asself-organization, cross-functionality, and value delivery.
1. Facilitating Teams to Self-Organize
One common approach is tofacilitate the developers in forming teams themselves. This approach aligns strongly with Scrum, as the Scrum Guide states that Scrum Teams areself-managingand decide internally how best to accomplish their work.
Benefits:
Allowing teams to self-organize promotesempowerment, ownership, and accountability. Developers can use their existing knowledge of each other's strengths, weaknesses, and working styles to form balanced teams. This often increases motivation and psychological

safety, both of which support high performance.
Hindrances:
For a new product, this process can bemessy and time-consuming, especially if developers lack experience in forming effective teams. Teams may optimize for comfort or familiarity rather than cross-functionality, potentially leading to skill gaps or imbalanced teams.
2. Forming Two or Three Cross-Functional Feature Teams
Another common approach is to deliberately formtwo or three cross-functional feature teams, each containing all the skills necessary to deliver working product increments.
Benefits:
This approach closely matches how Scrum describes teams.Cross-functional feature teamscan independently deliverintegrated, "Done" Incrementsof the product, improving flow, reducing dependencies, and supporting empiricism. All necessary skills are available within the team, enabling faster inspection and adaptation.
Hindrances:
In the context of a brand new product, teams may not yet knowwhich skills are actually required, making it difficult to form truly balanced teams upfront. Additionally, specialists may feel isolated and lose regular interaction with peers who share the same expertise across teams.
3. Forming Teams Based on Specialization (Component Teams)
A third approach is to organize teams according totechnical specialization, such as front-end and back-end teams. These are often referred to ascomponent teams.
Benefits:
This structure allows specialists to work closely together, enablingfast knowledge sharing, technical consistency, and deep expertisein specific components of the system. It can feel efficient, especially in the early stages of development.
Hindrances:
From a Scrum perspective, this approach significantly hindersvalue delivery. Component teams struggle to deliver complete, integrated features independently and introduce dependencies and handoffs. This makes it harder to produce a usable Increment each Sprint and isnot how Scrum describes teams, even though it remains a commonly used strategy in many organizations.
Scrum Master Perspective and Conclusion
As a Scrum Master, my role is not to mandate a single team structure, but tocoach and facilitatethe organization toward structures that best enable Scrum. While all three approaches are seen in practice, Scrum clearly favorsself-organizing, cross-functional feature teamsbecause they maximize learning, transparency, and the ability to deliver value each Sprint.

NEW QUESTION # 17
Learning turns into 'validated learning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?

Answer:

Explanation:
A key way aProduct Owner applies validated learningis byadapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.
Through inspection of:
* TheProduct Incrementduring the Sprint Review,
* Stakeholder and user feedback,
* Measured outcomes such as usage, value, or risk reduction,
the Product Owner assesses whether assumptions about value, users, or direction are valid. This learning becomesvalidatedonly when it is reflected inchanged decisions, such as:
* Reordering Product Backlog items,
* Adding or removing backlog items,
* Adjusting or even abandoning a Product Goal.
In other words, validated learning is applied when the Product Owneruses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

NEW QUESTION # 18
How the organization discusses and plans the work of creating software will be reflected in the implementation of that software. Technical systems can be decomposed to composite elements, from the large to the small. Basic components may be represented as activities, workflows, functions, features, capabilities, and other similar nomenclature.
How does this system decomposition affect Scrum Teams on scaled projects?

Answer:

Explanation:
How an organization discusses, plans, and decomposes work is inevitably reflected in the software it produces. When technical systems are decomposed into elements such as activities, workflows, functions, features, or components, these decomposition choices have adirect and systemic impact on Scrum Teams, especially inscaled Scrum environments.
1. Decomposition Influences Team Structure (Conway's Law)
In scaled projects, system decomposition often drives how teams are formed. When work is decomposed along technical components or functions, organizations tend to createspecialist or component teams(e.g., front- end teams, back-end teams). This results in:
* Increaseddependencies between teams,
* More handoffs and coordination,
* Reduced autonomy of individual teams.
Scrum, however, expects teams to becross-functionaland capable of delivering usable Increments independently. Component-based decomposition therefore hinders effective Scrum adoption at scale.
2. Effect on Value Delivery and Transparency
Scrum relies on frequent inspection ofintegrated, working product Increments. When decomposition focuses on small technical parts rather thanend-to-end features or capabilities, teams may deliver partial outputs instead of usable value.
This negatively affects:
* Transparency, as progress is reported through intermediate artifacts rather than working software,
* Inspection, since stakeholders cannot meaningfully evaluate value,
* Adaptation, because feedback is delayed until integration occurs.
In scaled Scrum, this often results in "almost done" work that is not truly Done.
3. Feature-Oriented Decomposition Supports Scrum
Scrum scales more effectively when system decomposition emphasizesvertical slices of value, such as features or capabilities, rather than horizontal technical layers. Feature-oriented decomposition enables:
* Cross-functional teams,
* Reduced dependencies,
* Faster feedback cycles,
* Independent delivery of value by each team.
This approach aligns with Scrum's expectation that every Sprint produces ausable Increment.
4. Impact on Integration and Risk
Decomposition decisions strongly affectintegration frequency. Poor decomposition increases integration complexity and encourages late integration, which raises risk and reduces learning.
In Scrum-especially at scale-integration must happen early and often. Unintegrated work is not considered Done, and delayed integration undermines empiricism by hiding real system behavior until late in development.
5. Learning and System Optimization
When Scrum Teams work on complete features rather than isolated components, they gain broader insight into:
* Customer needs,
* System-wide trade-offs,
* End-to-end product behavior.
This shared understanding improves decision-making and supportscontinuous improvement at the system level, rather than local optimization within silos.

NEW QUESTION # 19
A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities.
Which two activities are part of the Product Owner role according to Scrum?

Answer:

Explanation:
According to Scrum, theProduct Owneris accountable formaximizing the value of the productand for effectiveProduct Backlog management. Two key activities that are explicitly part of this role are:
1. Ordering the Product Backlog to Maximize Value
The Product Owner is responsible forordering the Product Backlogso that the most valuable work is done first. This ordering reflects:
* Business and customer value,
* Risk and uncertainty,
* Strategic goals and learning from previous Sprints.

Through this activity, the Product Owner ensures that the Scrum Team is always working on what matters most.
2. Ensuring Product Backlog Items Are Transparent, Clear, and Understood The Product Owner ensures that Product Backlog Items are:
* Clearly expressed,
* Transparent to the Scrum Team and stakeholders,
* Understood well enough for Developers to select them during Sprint Planning.
This does not mean writing detailed requirements alone, butcollaboratingso that shared understanding exists.

NEW QUESTION # 20
How does the Cone of Uncertainty influence the work being done by a development team during a product's development lifetime?

Answer:

Explanation:
TheCone of Uncertaintydescribes how the level of uncertainty in a product's requirements, technology, and value is highest at the beginning of a product's lifetime and gradually decreases as knowledge is gained. This concept strongly influences the type of work a development team performs throughout the product's development lifecycle and aligns well with Scrum's empirical approach.
Early Stage: High Uncertainty and Discovery Work
At the start of a product's development lifetime, manyunknownsexist. These may relate to customer needs, technical feasibility, usability, or business value. According to Scrum's empirical nature, teams should not assume certainty where it does not exist. Therefore, early development work focuses primarily ondiscovery.
During this stage, the Development Team works to reduce uncertainty by:
* Conducting research and experiments,
* Building prototypes or spikes,
* Testing assumptions with users,
* Validating technical and business hypotheses.
This type of work helps the team learn quickly and avoid premature commitment to detailed solutions. The goal is not maximizing feature output, butmaximizing learningand reducing risk.
Middle Stage: Reduced Uncertainty and Feature Development
As important unknowns are discovered and addressed, the Cone of Uncertainty narrows. The team gains confidence in what to build and how to build it. At this point, work increasingly shifts toward delivering functional stories and featuresthat provide direct value to users.
Development during this phase focuses on:
* Building usable, integrated product increments,
* Expanding functionality based on validated learning,
* Refining features through feedback and inspection.
Scrum supports this transition by enabling frequent inspection and adaptation through Sprints, ensuring that learning continues while value delivery accelerates.
Late Stage: Low Uncertainty and Operational Work
Toward the end of a product's development lifetime, most significant uncertainties have been resolved.
According toEvidence-Based Management (EBM),Unrealized Value becomes low, whileCurrent Value is high. At this stage, the volume of new feature development typically decreases.
The team's work becomes moreoperationalin nature, such as:
* Maintenance and optimization,
* Improving performance or stability,
* Addressing technical debt,
* Supporting existing users.
Investment decisions increasingly focus on sustaining value rather than discovering new opportunities.

NEW QUESTION # 21
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