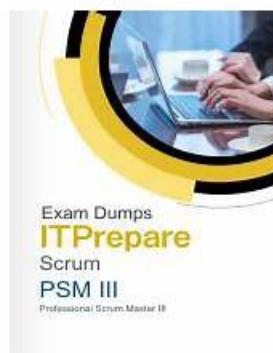


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## **Scrum Professional Scrum Master level III (PSM III) Sample Questions**

## (Q26-Q31):

### NEW QUESTION # 26

"Technical debt is the sole concern of the development team". As a Scrum Master, do you agree with this statement? Why or why not?.

#### Answer:

Explanation:

As a Scrum Master, I do not agree with the statement that technical debt is the sole concern of the Development Team. While Developers are responsible for recognizing and understanding technical debt, its impact extends far beyond the team and affects agility, quality, and delivery at the product and organizational level.

First, technical debt directly influences a team's ability to remain agile. As technical debt accumulates, the cost and effort required to change the product increase. This slows down development, reduces predictability, and eventually makes it difficult or even impossible to deliver working software within reasonable timeframes. When agility is reduced, the entire organization suffers, not just the Development Team.

Second, technical debt has a significant impact on product quality and delivery. High levels of technical debt often lead to defects, instability, and integration problems. This undermines the Scrum principle of delivering a "Done" Increment each Sprint. When the product cannot be reliably delivered or inspected, customers and stakeholders are directly affected, making technical debt a shared concern.

Third, while Developers are best positioned to identify when technical debt occurs, addressing it requires collaboration across the Scrum Team. The Product Owner must understand that not all work in a Sprint will result in new functionality. Investing in reducing technical debt is an investment in future value, sustainability, and delivery capability. Stakeholders also need transparency about this trade-off.

Fourth, Scrum encourages making technical debt visible and addressing it continuously, rather than postponing it indefinitely. This may involve adding technical debt-related work to the Product Backlog and prioritizing it alongside functional work. Treating technical debt as "invisible" or purely technical undermines empiricism and long-term value creation.

### NEW QUESTION # 27

Every Sprint has a Sprint Review. What is the purpose and result of this event?

#### Answer:

Explanation:

The Sprint Review is a formal Scrum Event held at the end of each Sprint to inspect the outcome of the Sprint and adapt the Product Backlog if needed. Its primary purpose is to enable empirical decision-making by involving both the Scrum Team and stakeholders in inspecting the product and determining what to do next.

Purpose of the Sprint Review

The main purpose of the Sprint Review is to inspect the "Done" Product Increment in the context of overall product progress. During this event:

- \* The Scrum Team presents the Increment that meets the Definition of Done.
- \* The Developers explain what was delivered, what was not delivered, and the challenges encountered.
- \* Stakeholders actively inspect the product, often by using it, rather than reviewing documents or reports.

This inspection provides real, hands-on feedback and creates a shared understanding of the current state of the product and its direction.

Result of the Sprint Review

The Sprint Review results in heightened transparency for all participants. By jointly inspecting the Increment, new insights emerge about customer needs, market conditions, risks, and opportunities. These insights inform conversations about what is needed next. Based on this shared understanding:

- \* The Product Owner collaborates with stakeholders and the Scrum Team to adapt and update the Product Backlog.
- \* Completed work is accepted or further work is identified.
- \* New Product Backlog Items may be added, reordered, or refined to reflect the latest understanding of the product.

The Sprint Review does not aim to approve or reject work formally, but to enable learning and adaptation.

### NEW QUESTION # 28

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 a Product Owner applies validated learning is by adapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.

Through inspection of:

- \* The Product Increment during 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 becomes validated only when it is reflected in changed 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 Owner uses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

**NEW QUESTION # 29**

How can leadership of an agile organization help self-organizing teams get the most out of Scrum?

**Answer:**

Explanation:

Leadership plays a critical role in enabling self-organizing teams to succeed with Scrum. While Scrum Teams are self-managing, organizational leadership must create the conditions in which Scrum can thrive. This support is expressed through behaviors that reinforce empiricism, accountability, and continuous improvement, rather than through command-and-control practices.

First, leadership can help by actively supporting self-organization and Scrum adoption. This includes trusting teams to decide how they do their work, resisting the urge to micromanage, and reinforcing Scrum practices and values across the organization. Leaders who understand and support Scrum help protect teams from external pressure that undermines self-management.

Second, leaders should learn about Agile and Scrum and understand how to interact with Scrum Teams effectively. This knowledge enables leadership to engage in ways that are helpful rather than disruptive—for example, collaborating through Scrum events instead of bypassing the Product Owner or directly assigning work to Developers. Informed interaction strengthens alignment while preserving team autonomy.

Third, leadership must respect Scrum accountabilities, especially the authority of the Product Owner.

Respecting Product Owner decisions on ordering the Product Backlog ensures clear accountability for maximizing value. When leadership overrides or bypasses the Product Owner, it undermines transparency, focus, and trust within the Scrum Team.

Fourth, leadership can significantly support teams by removing impediments that are beyond the team's control. These may include organizational policies, structural constraints, tooling limitations, or conflicting incentives. By actively addressing such impediments, leadership enables teams to improve their effectiveness and deliver value more consistently.

Finally, leadership should provide a clear organizational vision and strategy. A compelling vision and coherent strategy give Scrum Teams a sense of purpose and direction, helping them understand how their work contributes to broader organizational goals. This clarity supports better decision-making, alignment, and motivation at the team level without prescribing detailed solutions.

**NEW QUESTION # 30**

A Scrum Master is working with a Development Team that has members in different physical locations.

Development Team meets in a variety of meeting rooms and has much to do logistically (for example, setup conference calls) before the Daily Scrum. What action should be Scrum Master take?

**Answer:**

Explanation:

When a Development Team is distributed across different physical locations and faces logistical overhead just to start the Daily Scrum, this situation represents an impediment to effective inspection and adaptation. As a Scrum Master, the appropriate action is to enable the team to inspect and adapt more effectively, not to control or manage logistics on their behalf.

**1. Help the Team Establish a Stable and Simple Daily Scrum Setup**

The Scrum Master should work with the Development Team to inspect and improve how the Daily Scrum is conducted. This may include:

- \* Agreeing on a fixed time and virtual location,
- \* Standardizing tools (e.g., always the same conferencing solution),

\* Reducing setup effort so the event can start on time and remain within its 15-minute timebox.

This supports transparency and reduces unnecessary waste.

## 2. Remove or Reduce Organizational and Technical Impediments

If logistical difficulties stem from organizational constraints—such as lack of proper tooling, inadequate rooms, or unreliable communication infrastructure—the Scrum Master should address these as impediments.

This may involve working with IT or management to provide stable tools that enable smooth collaboration.

## 3. Coach the Team Toward Self-Management

Rather than running the Daily Scrum or handling logistics personally, the Scrum Master should coach the Developers to self-manage how they organize the event. The goal is for the team to own and continuously improve the Daily Scrum in a way that fits their distributed context.

## NEW QUESTION # 31

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