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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q11-Q16):

NEW QUESTION # 11
In what ways does the Scrum Master attend the Sprint Retrospective?

Answer:

Explanation:
The Sprint Retrospective is a formal Scrum event where the Scrum Team inspects how the last Sprint went with respect to individuals, interactions, processes, tools, and their Definition of Done, and identifies improvements for future Sprints. The Scrum Master attends the Sprint Retrospective in multiple, complementary ways, consistent with the Scrum Guide.
First, the Scrum Master joins the Sprint Retrospective as a Scrum Team member. The Scrum Guide defines the Scrum Team as consisting of the Product Owner, Developers, and the Scrum Master. Therefore, the Scrum Master is not an external observer but a full participant in the event. As such, the Scrum Master actively inspects people, processes, and tools, and contributes insights based on their perspective and experience, while remaining respectful of the team's self-management.
Second, the Scrum Master often facilitates the Sprint Retrospective. According to the Scrum Guide, the Scrum Master is accountable for ensuring that Scrum events take place and are productive. Facilitation may include helping the team create a safe environment, encouraging openness, ensuring balanced participation, keeping the discussion focused on improvement, and helping the team stay within the timebox. However, facilitation does not imply control; the Scrum Master facilitates to serve the team, not to

direct outcomes.

Third, the Scrum Master supports empiricism during the Retrospective. By fostering transparency, encouraging honest inspection, and helping the team identify actionable improvements, the Scrum Master strengthens the Scrum pillars of transparency, inspection, and adaptation. The Scrum Master may also help the team turn improvement ideas into concrete actions that can be planned for the next Sprint.

Finally, the Scrum Master helps ensure that the Sprint Retrospective results in meaningful adaptation. While the Scrum Team decides what improvements to implement, the Scrum Master supports the team in identifying impediments, coaching on improvement techniques, and helping remove organizational or systemic obstacles that are beyond the team's direct control.

In summary, the Scrum Master attends the Sprint Retrospective by joining as a full Scrum Team member, participating in inspection, often facilitating the event, and supporting continuous improvement and empiricism. This balanced participation ensures that the Retrospective remains a powerful mechanism for learning and adaptation rather than a ritualistic meeting.

NEW QUESTION # 12

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

Answer:

Explanation:

The Cone of Uncertainty describes 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, many unknowns exist. 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 on discovery.

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, but maximizing learning and 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 features that 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 to Evidence-Based Management (EBM), Unrealized Value becomes low, while Current Value is high. At this stage, the volume of new feature development typically decreases.

The team's work becomes more operational in 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 # 13

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 # 14
In what way does Scrum encourage ethical behaviour, doing "the right thing", in software development?

Answer:

Explanation:
Scrum encourages ethical behaviour in software development by creating a framework that promotes transparency, accountability, quality, and respect for stakeholders, all of which are grounded in the Scrum Values. Rather than prescribing ethical rules, Scrum embeds ethical behaviour into the way work is organized and delivered.
First, Scrum promotes ethics through its focus on delivering valuable, high-quality working products. The Scrum Guide emphasizes delivering usable Increments that meet a shared Definition of Done. By prioritizing quality and value for both the organization and end-users, Scrum discourages practices such as cutting corners, hiding technical debt, or delivering misleading progress, which are ethically questionable.
Second, Scrum strongly supports transparency, a core pillar of empiricism. All significant aspects of the work-such as progress, impediments, risks, and uncertainties-are made visible through artifacts and events.
This transparency encourages honesty about what can and cannot be achieved and prevents unethical behaviour such as misreporting status or concealing problems until it is too late.
Third, Scrum encourages accountability at both individual and team levels. Clear accountabilities for the Product Owner, Developers, and Scrum Master ensure that responsibility is not diffused or avoided. Teams are accountable for delivering value, improving their way of working, and meeting their commitments. This accountability fosters ethical decision-making and ownership of outcomes.
Fourth, Scrum supports ethical behaviour through continuous learning and improvement. Sprint Retrospectives create a structured opportunity to reflect on mistakes, share knowledge, and improve processes and practices. This openness to learning promotes humility, integrity, and a willingness to correct issues rather than ignoring or rationalizing them.
Finally, Scrum is explicitly guided by the Scrum Values of Commitment, Courage, Focus, Respect, and Openness, which form its ethical foundation.
* Commitment encourages teams to do what they say they will do.
* Courage enables individuals to raise concerns, admit problems, and challenge unethical practices.
* Focus helps teams concentrate on delivering real value rather than superficial outputs.
* Respect ensures consideration for colleagues, stakeholders, and end-users.
* Openness promotes honesty about progress, challenges, and uncertainty.

NEW QUESTION # 15
Describe the difference between feature and component teams, and how they hold up when viewed from the perspective of the Scrum Guide.

Answer:

Explanation:
In Scrum, team structure significantly impacts the ability to deliver value. Two commonly discussed structures arecomponent teamsandfeature teams. Although the Scrum Guide does not explicitly define these terms, it strongly favors the characteristics of feature teams through its definition of a Scrum Team.
Component teamsare organized around technical specialties or system components, such as database, frontend, or middleware teams. Their work typically represents partial contributions to a product feature, requiring coordination and handoffs across multiple teams to deliver customer value. As a result, component teams often introduce dependencies, delay integration, and struggle to produce a usable Increment independently within a Sprint.
Feature teams, in contrast, are organized around delivering complete product features or Product Backlog Items. They are cross-functional and possess all the skills required to design, build, test, and deliver a "Done" Increment of value. Feature teams minimize dependencies and can independently deliver customer-facing functionality each Sprint.
From theScrum Guide perspective, feature teams align more closely with Scrum principles:
* The Scrum Guide states thatScrum Teams are cross-functional, which directly supports feature teams and challenges component team structures.
* Scrum requires each Sprint to produce ausable Increment. Feature teams can meet this expectation, while component teams usually cannot without reliance on other teams.
* Scrum is based onempiricism(transparency, inspection, and adaptation). Reduced dependencies in feature teams improve transparency and enable faster inspection and adaptation.
* Scrum emphasizesvalue delivery and accountability. Feature teams maintain clear ownership of outcomes, whereas component teams fragment accountability across technical silos.
While component teams may exist due to legacy structures or technical constraints, they represent organizational impediments rather than an ideal Scrum implementation. From a Professional Scrum Master III perspective, moving toward feature teams supports agility, improves value delivery, and better enables Scrum as defined in the Scrum Guide.

NEW QUESTION # 16
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