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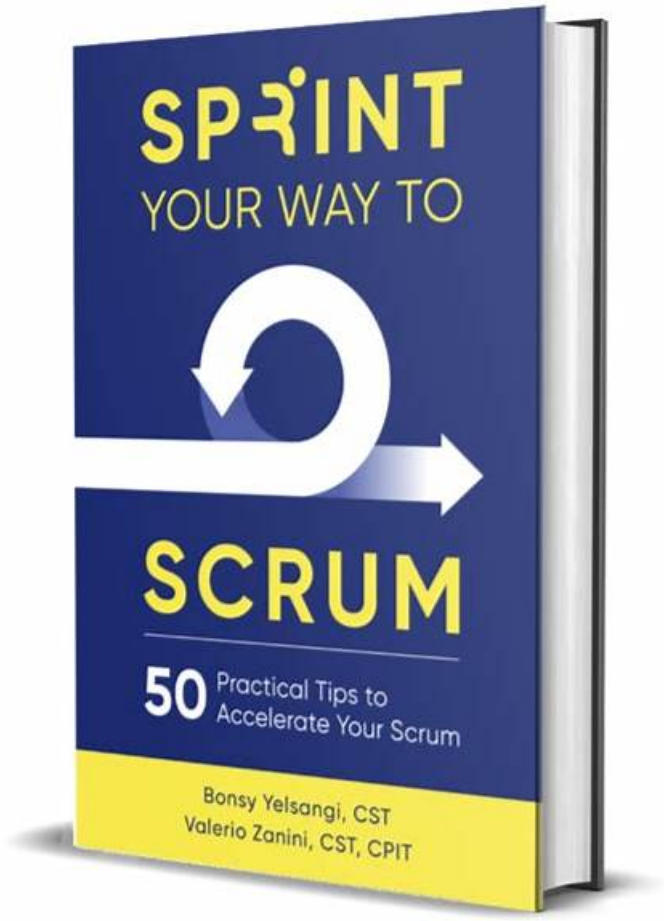

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>> New Braindumps Scrum PSM-III Book <<

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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q23-Q28):

NEW QUESTION # 23
The developers in your Scrum Team raise an impediment. The work planned for upcoming Sprint involves certain knowledge and expertise they do not possess within the team. How do you handle this impediment?

Answer:

Explanation:
When Developers raise the lack of certain knowledge or expertise as an impediment, the Scrum Master must address the situation in a way that reinforcesScrum principles, especiallycross-functionality, empiricism, and self-management, while also supporting value delivery.
First, it is essential to verify whether this is truly animpediment. In Scrum, an impediment is something the team cannot resolve on its own. As a Scrum Master, I would facilitate a discussion with the Developers and, if appropriate, the Product Owner to inspect whether the expertise is genuinely required to achieve the desired outcome. In some cases, the scope or approach can be adapted, or the Product Backlog Item can be refined so that alternative solutions are viable. This conversation may reveal that the need for specialized knowledge is less critical than initially assumed.
Second, if the expertise is indeed necessary, the Scrum Master should encourage the team to address the issue as across-functional Scrum Team. Scrum expects teams to have, or acquire, all skills needed to deliver value. Therefore, I would ask the Developers how they couldlearn or acquire the necessary knowledge themselves. Possible options include allocating time for learning, research, training, experimenting, or building a prototype. These activities can be planned as part of the Sprint Backlog and support long-term team capability.
Third, the Scrum Master can help the team make effective use ofoutside expertise without undermining self- management. During Sprint Planning or refinement, the team may consult internal or external experts to gain insights, validate approaches, or reduce uncertainty, while still retaining ownership of the work and the Sprint Backlog.
Finally, if none of these options resolve the impediment, the Scrum Master has a responsibility tohelp the organization support the Scrum Team. This may involve facilitating access to expertise from elsewhere in the organization or, if necessary, from outside the organization. The Scrum Master does not solve the problem personally but works to remove organizational barriers so the team can proceed.

NEW QUESTION # 24
You are a Scrum Master working with a Scrum Team. The Development Team constantly complain that requirements are not clear enough. The Product Owner claims she is too busy to provide extra clarity. What should you do?

Answer:

Explanation:
This situation represents a breakdown inProduct Backlog transparency and collaboration, which directly threatens empiricism and value delivery. As a Scrum Master, my responsibility is not to solve the problem myself, but toenable the Scrum Team and the organization to resolve it.
1. Reframe the Problem: Requirements vs. Product Backlog
First, I would help both parties reframe the issue. In Scrum, we do not work with "requirements" in a traditional, fixed sense. Instead, we work with aProduct Backlog that is emergent, ordered, and continuously refined. Lack of clarity in Product Backlog Items means that the backlog is not in a usable state, which is an impediment to the Developers.
2. Make the Impact Transparent
Next, I would facilitate a conversation to make the impact of unclear backlog itemstransparent:
* Developers cannot reliably forecast work,
* Sprint Goals are put at risk,
* Rework and waste increase,
* Delivery of value slows down.
This conversation should involve the Product Owner and be grounded inevidence, not blame. The goal is shared understanding of the consequences, not assigning fault.
3. Reinforce Product Owner Accountability
The Scrum Guide is clear that theProduct Owner is accountable for maximizing value and for Product Backlog management, which includes ensuring that Product Backlog Items are clear, understood, and ordered. Being "too busy" does not remove this

accountability. As a Scrum Master, I wouldcoach the Product Ownerto recognize that insufficient availability is itself an organizational impediment.
4. Enable Collaboration, Not Handoffs
At the same time, I would coach the Developers that clarity is oftenco-created, not simply provided. Scrum encourages close collaboration between Developers and the Product Owner. Techniques such as:
* Regular Product Backlog refinement,
* Joint discussions during Sprint Planning,
* Asking focused questions around the Sprint Goal,can significantly improve shared understanding without relying on detailed upfront specifications.
5. Address Organizational Constraints
If the Product Owner's lack of availability is due to organizational overload or competing responsibilities, this becomes asystemic impediment. In that case, the Scrum Master must raise this issue to the organization and help leadership understand that a Product Owner who is not sufficiently available puts product outcomes at risk.

NEW QUESTION # 25
When many Development Teams are working on a single product, what best describes the definition of "done?"

Answer:

Explanation:
When many Development Teams are working on a single product, there must beone shared Definition of Done (DoD)that applies toall teamsand tothe entire product Increment.
Single, Shared Definition of Done
Scrum requires that each Increment beusable and potentially releasable. When multiple teams contribute to one product, this means:
* There isone product, not multiple team products,
* There must therefore beone Definition of Donethat ensures consistency, quality, and transparency across all teams.
Having different Definitions of Done per team would result in:
* Inconsistent quality,
* Integration problems,
* Loss of transparency,
* Increments that are "Done" in isolation but not at the product level.
Integrated Increment-Level Definition of Done
The shared Definition of Done must includeintegration criteria, ensuring that:
* Work from all teams is integrated,
* The combined Increment meets quality and compliance standards,
* The product can be inspected and potentially released.
In scaled Scrum (e.g., Nexus), unintegrated work is explicitlynot considered Done, regardless of whether individual teams believe their work is complete.
Ownership and Evolution
While Developers collectively create and adhere to the Definition of Done, it applies at theproduct level, not the team level. As the product and organization mature, the Definition of Done may beexpanded, but it must always remain shared and transparent.

NEW QUESTION # 26
What is meant by a team or organization practicing 'zombie' or 'mechanical' Scrum?

Answer:

Explanation:
Practicing'zombie' or 'mechanical' Scrumrefers to an approach where teams and organizations follow the rules and events of Scrum in a superficial manner, merely going through the motions, without embracing the underlying purpose, values, and principles of the framework.
In mechanical Scrum, teams conduct the required events, maintain the prescribed artifacts, and use Scrum terminology, but do sowithout focusing on value, learning, or outcomes. Scrum events become routine meetings rather than opportunities for inspection and adaptation. The Sprint Goal may exist on paper, but it does not meaningfully guide decisions. As a result, Scrum is reduced to a checklist of practices rather than a framework for solving complex problems.
This approach contrasts sharply with practicing"Real" Scrum, which isvalue-driven and goal-oriented.
Real Scrum emphasizes delivering meaningful outcomes for customers and stakeholders, rather than simply completing tasks. Teams

focus on achieving the Sprint Goal, maximizing product value, and understanding the impact of their work.
Furthermore, mechanical Scrum often ignores theScrum Values. WithoutCourage, teams avoid difficult conversations; withoutOpenness, problems are hidden; withoutRespect, collaboration suffers; without Commitment and Focus, teams optimize for activity rather than outcomes. This leads to stagnation and missed opportunities for improvement.
In contrast, Real Scrum recognizes that Scrum is aframework, not a rigid methodology. It intentionally leaves room for teams and organizations to discover and adopt additional practices that support empiricism, continuous improvement, and stakeholder satisfaction. These practices are chosen to reinforce Scrum's core values, not to replace them.

NEW QUESTION # 27
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:
Technical systems are often decomposed into smaller elements such as activities, workflows, functions, features, or components to manage complexity. While decomposition is necessary for understanding and building large systems, it has significant implications forScrum Teams, especially inscaled environments.
1. Risk of Component-Centric Team Structures
When system decomposition drives team structure, organizations often createcomponent or specialist teams aligned to technical layers or functions. In scaled Scrum, this increases:
* Dependencies between teams,
* Coordination overhead,
* Integration risk.
Such structures make it difficult for teams to deliverend-to-end, integrated Incrementseach Sprint, weakening empiricism and delaying feedback.
2. Impact on Value Delivery and Inspection
Scrum relies on frequent inspection ofworking product Increments. If work is decomposed into narrowly defined technical components, individual teams may only deliver partial outputs rather than usable value. This reduces transparency and makes meaningful inspection at the product level harder, especially when multiple teams are involved.
3. Preference for Feature-Oriented Decomposition
Scrum favors decomposing work intovertical, value-oriented slices(features or capabilities) rather than horizontal technical layers. This allows each Scrum Team to be:
* Cross-functional,
* Capable of delivering usable Increments independently,
* Less dependent on other teams.
In scaled projects, feature-oriented decomposition reduces dependencies and improves flow.
4. Effects on Integration and Empiricism
Poor decomposition increases the cost of integration and often leads to late or infrequent integration. Scrum requires that integration happensearly and often, as unintegrated work is not "Done." In scaled Scrum, decomposition choices directly influence whether integration is continuous or deferred, with major implications for risk control.
5. Organizational and Learning Implications
System decomposition also affects learning and adaptability. When teams own complete features rather than isolated components, they gain a better understanding of:
* Customer needs,
* System behavior,
* Trade-offs across the product.
This broader understanding improves decision-making and supports continuous improvement across the system.

NEW QUESTION # 28
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