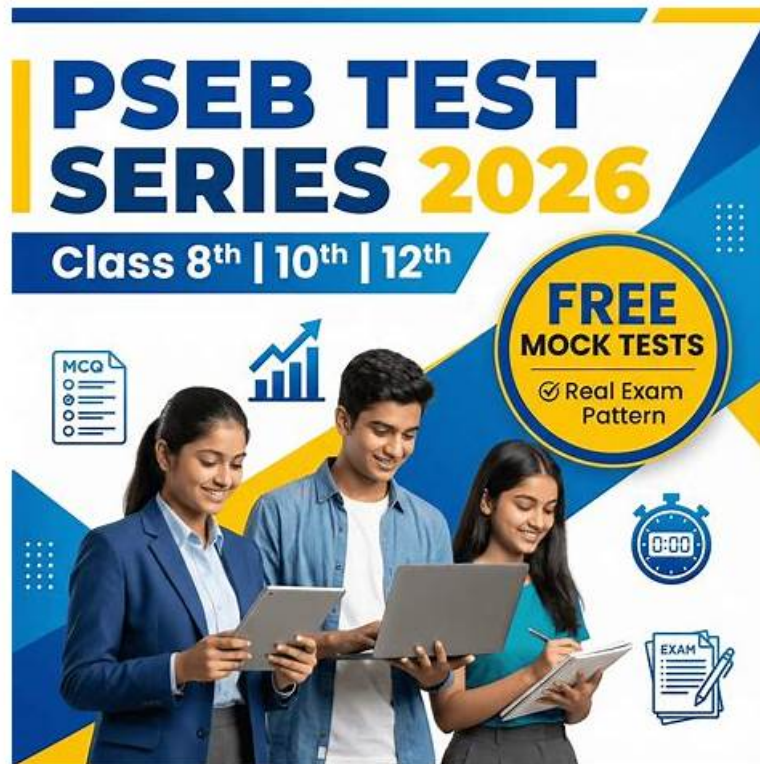


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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q28-Q33):

NEW QUESTION # 28

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 # 29

During a retrospective, one of the more junior developers confesses he has a hard time getting his opinion heard. When discussing the work to be done, the more experienced developers often don't let him finish his sentences or disregard what he has to say. What Scrum Values are touched upon here?

Answer:

Explanation:

The situation described directly touches on several core Scrum Values, which guide behavior and collaboration within Scrum Teams. In particular, the values of Courage, Respect, and Openness are most prominently involved.

First, the value of Courage is demonstrated by the junior developer. Speaking up about feeling unheard, especially in front of more experienced colleagues, requires personal courage. Scrum encourages team members to be brave in raising difficult or uncomfortable issues so that problems can be addressed rather than ignored. Without courage, important impediments to collaboration and effectiveness would remain hidden.

Second, the situation highlights a lack of Respect in team interactions. Scrum emphasizes that Scrum Team members respect each other as capable, independent individuals. Interrupting a colleague or disregarding their input—regardless of seniority—undermines this value. Respect is essential for effective collaboration and for creating an environment where all team members can contribute fully.

Third, the value of Openness is central to this scenario. Scrum Teams are expected to be open about challenges, feedback, and differing perspectives. Openness also means being receptive to ideas from all team members, independent of role, experience level, or background. Disregarding input from a junior developer contradicts Scrum's emphasis on openness and reduces the quality of decision-making.

NEW QUESTION # 30

You have been appointed the Scrum Master for a brand new product your organization is planning to develop.

A Product Owner has also been appointed. Initially, fifteen developers will work on the product. What approaches are common for forming 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 as self-organization, cross-functionality, and value delivery.

1. Facilitating Teams to Self-Organize

One common approach is to facilitate the developers in forming teams themselves. This approach aligns strongly with Scrum, as the Scrum Guide states that Scrum Teams are self-managing and decide internally how best to accomplish their work.

Benefits:

Allowing teams to self-organize promotes empowerment, 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 be messy 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 form two 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 teams can independently deliver integrated, "Done" increments of 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 know which 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 to technical specialization, such as front-end and back-end teams. These are often referred to as component teams.

Benefits:

This structure allows specialists to work closely together, enabling fast knowledge sharing, technical consistency, and deep expertise in specific components of the system. It can feel efficient, especially in the early stages of development.

Hindrances:

From a Scrum perspective, this approach significantly hinders value 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 is not 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 to coach and facilitate the organization toward structures that best enable Scrum. While all three approaches are seen in practice, Scrum clearly favors self-organizing, cross-functional feature teams because they maximize learning, transparency, and the ability to deliver value each Sprint.

NEW QUESTION # 31

When working on one software product with multiple Scrum teams in Scrum Nexus, what is important about dependencies of the planned Backlog Items and integration of the work being done?

Answer:

Explanation:

When multiple Scrum Teams work together on a single product using Scrum Nexus, managing dependencies and ensuring effective integration are critical to delivering a usable increment each Sprint. Scrum Nexus extends Scrum by explicitly addressing the complexity that arises from multiple teams working on the same product.

First, dependencies between teams should be minimized. Dependencies reduce autonomy, slow feedback, and increase risk. In Nexus, Product Backlog Items should be ordered and refined in such a way that work with strong dependencies is kept within a single team whenever possible. This supports cross-functionality at the team level and reduces the coordination overhead required between teams.

Second, when dependencies cannot be avoided, they must be made transparent and actively managed. The Nexus framework encourages early identification of dependencies during Nexus Sprint Planning so that teams can coordinate their work effectively. However, the goal remains to continuously reduce dependencies over time through better backlog ordering, architecture improvements, and skill broadening.

Third, integration of work is vital and takes precedence over completing all planned work. In Scrum Nexus, an increment is only considered "Done" when the work of all teams is fully integrated and meets the shared Definition of Done. Unintegrated work, even

if technically complete by an individual team, does not provide value and increases risk.

Fourth, integration must occur early and often during the Sprint, not only at the end. Continuous integration helps uncover issues sooner, supports frequent inspection, and enables timely adaptation. Delaying integration increases the likelihood of defects, rework, and failure to produce a usable Increment.

NEW QUESTION # 32

Your Scrum Team has one month Sprints. The development team argues that since this period is quite long, a Daily Scrum is a bit too much. They instead want a weekly update meeting. What is your opinion on this?

Answer:

Explanation:

From a Scrum Master's perspective, replacing the Daily Scrum with a weekly update meeting is not consistent with Scrum and would significantly weaken the team's ability to inspect and adapt effectively, regardless of the Sprint length.

First, Scrum explicitly defines the Daily Scrum as a required event. The Scrum Guide states that the Daily Scrum is a 15-minute event held every working day of the Sprint for the Developers. The length of the Sprint—whether one week or one month—does not change the purpose or necessity of this event. Therefore, by choosing not to have a Daily Scrum, the team would no longer be practicing Scrum, but rather a Scrum-like process.

Second, the Daily Scrum is not a status meeting. Its primary purpose is to allow the Developers to inspect progress toward the Sprint Goal, synchronize their work, and adapt the Sprint Backlog as needed. A weekly meeting dramatically reduces the frequency of inspection and adaptation, delaying the discovery of issues such as integration problems, misalignment, or risks to the Sprint Goal.

Third, removing the Daily Scrum negatively impacts transparency, one of Scrum's three pillars of empiricism. Without daily synchronization, important information about progress, impediments, and discoveries becomes stale or hidden. This reduced transparency increases the likelihood that work will drift away from agreed standards, fail to integrate properly, or no longer support the Sprint Goal by the end of the Sprint.

Fourth, the argument that a one-month Sprint justifies less frequent inspection reflects a misunderstanding of empiricism. Longer Sprints increase risk, which makes frequent inspection and adaptation more important, not less. The Daily Scrum provides a regular opportunity to realign the team and respond early to emerging problems, thereby reducing waste and rework.

Finally, as a Scrum Master, my role is to teach and coach the Scrum Team on the purpose and value of Scrum events. Rather than removing the Daily Scrum, I would help the Developers improve how they use it—for example, ensuring it focuses on progress toward the Sprint Goal and actionable planning for the next 24 hours, instead of turning into a reporting session.

NEW QUESTION # 33

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