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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q19-Q24):

NEW QUESTION # 19

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 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 # 20

The Product Owner remains distant. He/she has handed over the required Product Backlog for the Sprint but is not collaborating with the Development Team during the Sprint. What are valuable actions for a Scrum Master?

Answer:

Explanation:

A distant Product Owner represents a risk to value delivery, transparency, and empiricism. While the Product Owner has provided a Product Backlog for the Sprint, lack of collaboration during the Sprint undermines learning and informed decision-making. As a Scrum Master, the focus should be on coaching, enabling collaboration, and addressing systemic impediments, not substituting for the Product Owner.

1. Make the Impact Transparent

The Scrum Master should help make the impact of the Product Owner's absence visible:

- * Reduced ability to clarify Product Backlog Items,
- * Slower decision-making when discoveries occur,
- * Increased risk to the Sprint Goal and product value.

This transparency should be established through respectful conversations with the Product Owner and, if needed, through Scrum events such as the Sprint Retrospective.

2. Coach the Product Owner on Accountability

The Scrum Guide states that the Product Owner is accountable for maximizing value and Product Backlog management, which requires ongoing collaboration with Developers. The Scrum Master should coach the Product Owner to understand that handing over a backlog at Sprint Planning is not sufficient and that availability during the Sprint is essential for empiricism.

3. Enable Better Collaboration Without Replacing the Product Owner

The Scrum Master should help create opportunities for collaboration, such as:

- * Encouraging regular clarification moments during the Sprint,
- * Improving Product Backlog refinement so fewer questions remain unanswered,
- * Helping Developers prepare focused questions to use limited Product Owner availability effectively.

However, the Scrum Master must not take over Product Owner responsibilities, as this would blur accountabilities.

4. Address Organizational Causes

If the Product Owner's distance is due to workload, role confusion, or organizational pressure, this becomes an organizational

impediment. The Scrum Master should raise this issue with leadership and help the organization understand the risk of an unavailable Product Owner to product outcomes.

NEW QUESTION # 21

What risk is introduced if not all Development Team members are present for the Daily Scrum?

Answer:

Explanation:

If not all Development Team members are present at the Daily Scrum, several risks are introduced that undermine empiricism, collaboration, and the team's ability to achieve the Sprint Goal.

First, transparency is reduced. The Daily Scrum exists to create a shared understanding of progress, plans, and impediments. When some Developers are absent, their work, discoveries, risks, or impediments are not fully visible to the rest of the team. This results in an incomplete or inaccurate picture of the Sprint Backlog's current state.

Second, inspection becomes ineffective. The Daily Scrum is the primary event where Developers inspect progress toward the Sprint Goal. Missing perspectives means that inspection is based on partial information, increasing the likelihood that important issues—such as integration problems, dependencies, or quality concerns—go unnoticed until later in the Sprint.

Third, adaptation is delayed or suboptimal. Without full participation, the team may make planning adjustments that do not account for all constraints or opportunities. This can lead to rework, misalignment, or duplicated effort, and increases the risk of failing to meet the Sprint Goal.

Fourth, the absence of team members weakens collective ownership and accountability. The Daily Scrum reinforces that the Developers are jointly responsible for the Sprint Goal. Regular absence can create silos, reduce collaboration, and signal that shared planning and alignment are optional.

Finally, over time, inconsistent attendance can turn the Daily Scrum into a status meeting for those present, rather than a collaborative planning event for the whole team. This undermines Scrum Values, particularly Commitment, Respect, and Openness.

NEW QUESTION # 22

Someone from the HR department approaches you. They regret to inform you that the Product Owner for your team is absent starting today and will be unavailable for the rest of this sprint. The Product Owner might be back at work somewhere during the next sprint, but it's all unknown at this point. What should the Scrum team do?

Answer:

Explanation:

When the Product Owner becomes unexpectedly unavailable, the Scrum Team must respond in a way that preserves continuity, transparency, and value delivery, while respecting Scrum accountabilities.

Short-Term Response

In the short term, covering the current Sprint and possibly the next Sprint, the Scrum Team should be able to continue working. Scrum is designed to be resilient to short-term disruptions. The team can proceed by relying on:

* The Product Vision previously communicated by the Product Owner,

* The current state and ordering of the Product Backlog, which should already reflect the Product Owner's value decisions.

During this period, the Developers continue to work toward the Sprint Goal, and the Scrum Master ensures that Scrum events take place and remain productive. No one should assume the Product Owner role informally, as this would undermine accountability.

Longer-Term Impact

If the Product Owner's absence extends beyond a short period, it becomes an impediment to the Scrum Team.

The Product Owner is accountable for maximizing product value and managing the Product Backlog.

Prolonged absence prevents effective backlog ordering, stakeholder collaboration, and value-based decision-making.

In this case, the Scrum Master must make the impediment visible to the organization. This includes explaining the impact on value delivery and helping leadership understand the need for a clear Product Owner accountability. The organization should then appoint a new Product Owner to ensure continuity of decision-making and accountability.

NEW QUESTION # 23

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 are component teams and feature 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 teams are 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 the Scrum Guide perspective, feature teams align more closely with Scrum principles:

* The Scrum Guide states that Scrum Teams are cross-functional, which directly supports feature teams and challenges component team structures.

* Scrum requires each Sprint to produce a usable Increment. Feature teams can meet this expectation, while component teams usually cannot without reliance on other teams.

* Scrum is based on empiricism (transparency, inspection, and adaptation). Reduced dependencies in feature teams improve transparency and enable faster inspection and adaptation.

* Scrum emphasizes value 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 # 24

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