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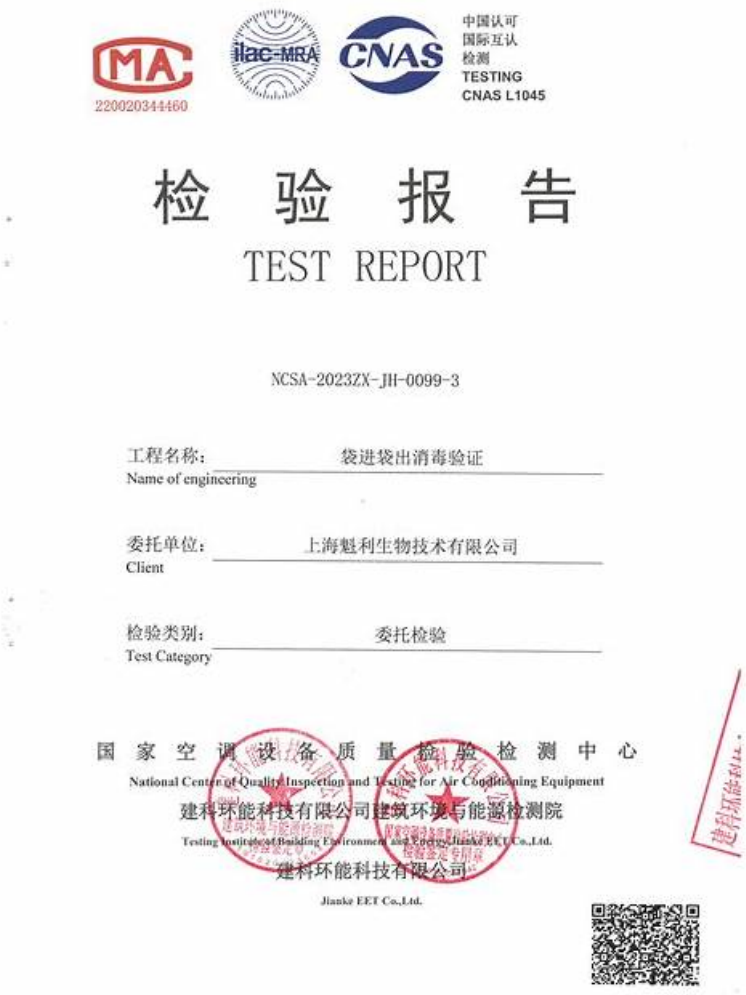


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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q12-Q17):

**NEW QUESTION # 12**
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 forforming 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 asself-organization, cross-functionality, and value delivery.
1. Facilitating Teams to Self-Organize
One common approach is tofacilitate the developers in forming teams themselves. This approach aligns strongly with Scrum, as the Scrum Guide states that Scrum Teams areself-managingand decide internally how best to accomplish their work.
Benefits:
Allowing teams to self-organize promotesempowerment, 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 bemessy 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 formtwo 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 teamscan independently deliverintegrated, "Done" Incrementsof 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 knowwhich 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 totechnical specialization, such as front-end and back-end teams. These are often referred to ascomponent teams.
Benefits:
This structure allows specialists to work closely together, enablingfast knowledge sharing, technical consistency, and deep expertisein specific components of the system. It can feel efficient, especially in the early stages of development.
Hindrances:
From a Scrum perspective, this approach significantly hindersvalue 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 isnot 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 tocoach and facilitatethe organization toward structures that best enable Scrum. While all three approaches are seen in practice, Scrum clearly favorsself-organizing, cross-functional feature teamsbecause they maximize learning, transparency, and the ability to deliver value each Sprint.

**NEW QUESTION # 13**
What variables should a Product Owner consider when ordering the Product Backlog?

**Answer:**

Explanation:
Ordering the Product Backlog is a key accountability of theProduct Ownerand is essential for maximizing value through empiricism. The ordering reflects continuous inspection of multiple variables, not a single prioritization rule.
1. Value and Outcomes
The primary variable isvalue. The Product Owner considers:
* Customer and user value,
* Business impact and outcomes,
* Alignment with theProduct Goal.
Items that deliver higher or more urgent value are generally ordered higher.
2. Risk and Uncertainty
Items that reducerisk or uncertaintyare often ordered earlier. This includes:
* Technical risk,
* Market or usability risk,
* Integration or dependency risk.
Early learning enables better decisions and reduces long-term cost.
3. Dependencies
The Product Owner considersdependenciesbetween backlog items and teams. Items that unblock other work or reduce dependencies may be ordered higher to improve flow and reduce coordination overhead.
4. Effort, Complexity, and Feasibility
While Developers estimate effort, the Product Owner uses this information to balance value againstcost, complexity, and feasibility. High-value items that are feasible within near-term constraints are often prioritized.
5. Feedback and Learning
Ordering reflectsfeedback from Sprint Reviews, user testing, and market response. Items may move up or down based on what has been learned from previous Increments.
6. Time Sensitivity and Opportunity Cost
Some items are time-critical due to:
* Regulatory deadlines,
* Market windows,
* Competitive pressure.
Delaying such items may reduce or eliminate their value.

**NEW QUESTION # 14**
During a retrospective, one of the more junior developers confesses he has a hard time getting his opinion heard. Whendiscussing the work to be done, the more experienced developers often don't let him finish his sentences or disregard what hehas to say. What Scrum Values are touched upon here?

**Answer:**

Explanation:
The situation described directly touches on several coreScrum Values, which guide behavior and collaboration within Scrum Teams. In particular, the values ofCourage, Respect, and Opennessare most prominently involved.
First, the value ofCourageis 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 ofRespectin 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 ofOpennessis 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 # 15**
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 # 16**
The definition of "Done" describes the work that must be completed for every Product Backlog item before it can be deemed releasable. What should the Development Team do when, during the Sprint, it finds out that a problem outside of their control blocks them from doing all this work?

**Answer:**

Explanation:
When the Development Team discovers during a Sprint that a problemoutside of their controlprevents them from completing all work required by theDefinition of Done, this situation must be addressed through transparency, inspection, and adaptation, rather than by lowering standards.
1. Make the Impediment Transparent Immediately
The Development Team shouldmake the issue visible as soon as it is discovered. This includes:
* Raising it in theDaily Scrum,
* Clearly stating how it impacts the Sprint Goal and the Definition of Done.
Transparency is critical so that inspection and adaptation are based on reality, not assumptions.
2. Do Not Compromise the Definition of Done
The Definition of Done mustnot be relaxed or bypassedto "get something done." Lowering quality destroys transparency and creates false progress. If the Definition of Done cannot be met, the work isnot Doneand should not be considered releasable.
3. Collaborate to Adapt the Sprint Backlog
The Development Team should collaborate with theProduct Ownerto inspect the impact and adapt the Sprint Backlog. This may include:
* Removing or adjusting affected Product Backlog Items,
* Focusing on work that can still meet the Definition of Done,
* Preserving theSprint Goal, if possible.
4. Escalate the Impediment Through the Scrum Master
Because the problem is outside the team's control, it qualifies as animpediment. The Scrum Master must help remove or mitigate it by working with the organization or external parties. If the impediment cannot be resolved quickly, its impact should be addressed in planning and stakeholder communication.

**NEW QUESTION # 17**
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