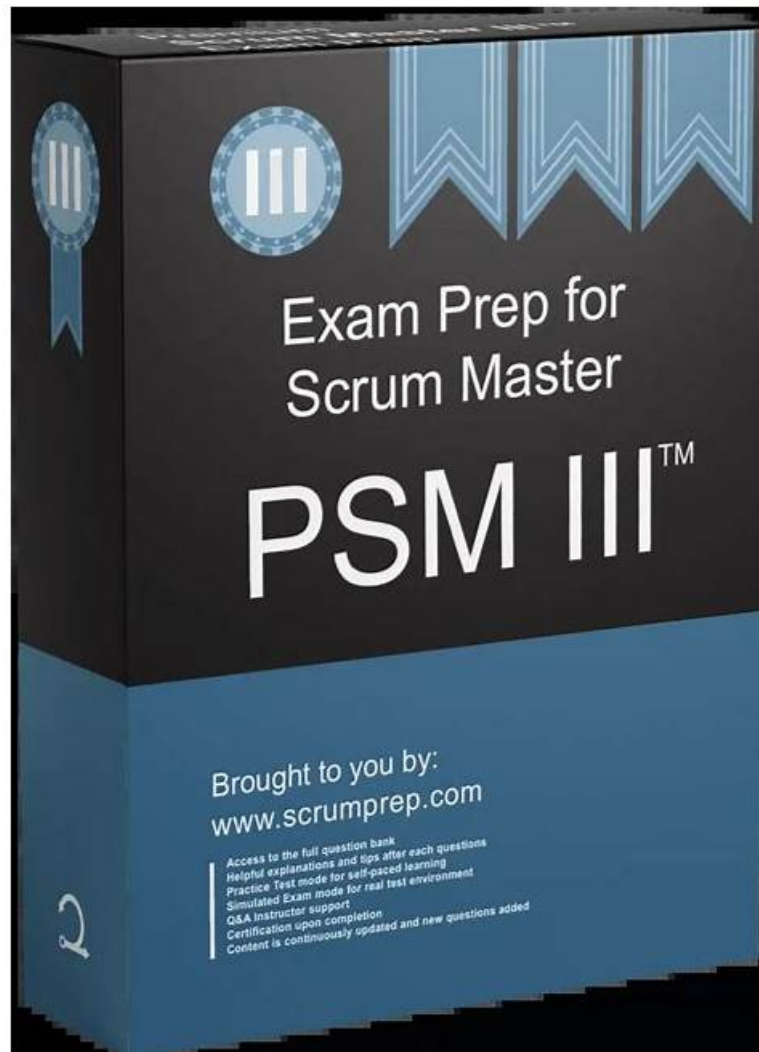


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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q31-Q36):

NEW QUESTION # 31

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 # 32

The Product Owner asks the Development Team to pick up a very urgent item late in Sprint that was not forecasted, nor is it related to the Sprint Goal. The Development Team believes it can pick this up, as it is close to meeting the Sprint Goal. But, this would involve not meeting their process improvement goal agreed upon during the last Sprint Retrospective. The Product Owner argues that, as it's the highest priority to satisfy the customer, the needs of the customer have a higher priority than the process improvement goal for the team.

What is your view on this as a Scrum Master?

Answer:

Explanation:

From a Scrum Master's perspective, this situation must be approached by balancing respect for Scrum accountabilities, protection of empiricism, and long-term value delivery, rather than reacting solely to short-term urgency.

First, it is important to reaffirm that the Development Team owns the Sprint Backlog. According to the Scrum Guide, once the Sprint has started, changes to the Sprint Backlog are negotiated only between the Product Owner and the Development Team, and the Development Team has the final say on whether additional work can be taken on. Therefore, the Product Owner cannot unilaterally force the urgent item into the Sprint, even if it represents the highest customer priority. If the Development Team believes it can incorporate the item without jeopardizing the Sprint Goal, it may choose to do so—but this remains their decision.

Second, the Scrum Master should help the Product Owner understand that not all priorities are equal within a Sprint. The Sprint Goal provides focus and stability, and work that is not related to the Sprint Goal introduces risk. While satisfying the customer is important, Scrum explicitly values sustainable improvement and learning. The process improvement goal agreed upon during the Sprint Retrospective represents a deliberate investment in the team's effectiveness. Sacrificing this improvement for short-term

delivery may create a local optimization that harms long-term customer value.

Third, the Scrum Master should coach both the Product Owner and the Development Team on the systemic impact of slowing process improvements. Continuous improvement is a core expectation of Scrum, and the Scrum Guide states that the Scrum Team should plan ways to increase quality and effectiveness. When improvement goals are repeatedly deprioritized, delivery predictability, quality, and morale eventually decline—directly affecting customers. Therefore, the Product Owner's argument that customer needs always outweigh improvement work reflects a short-term mindset that the Scrum Master should challenge through education and coaching.

Fourth, this situation should be inspected during the Sprint Retrospective. The team should reflect on why urgent, unplanned work appears late in the Sprint, whether it represents a recurring pattern, and how this impacts Sprint Goals and improvement commitments. The Scrum Master should facilitate this discussion to ensure transparency and learning, rather than blame.

Finally, if this behavior becomes a pattern, the Scrum Master must take a more active stance. This includes teaching and reminding the Scrum Team that at least one improvement from the Sprint Retrospective should be planned into the upcoming Sprint. This protects the intent of the Retrospective and ensures that improvement is not treated as optional or expendable work.

NEW QUESTION # 33

Your team's Product Owner approaches you for a word in private. She expresses some concerns she has about the team's commitment and productivity. She has noticed that comparable teams within the development organization have a higher average velocity. How would you handle this situation?

Answer:

Explanation:

When a Product Owner raises concerns about the team's commitment and productivity based on comparisons of velocity with other teams, this signals a need for coaching on empiricism, transparency, and appropriate use of Scrum metrics. As a Scrum Master, my response would focus on reframing the discussion from output comparison to value delivery and continuous improvement.

First, I would explain that velocity is a team-specific, contextual measure. Velocity reflects how much work a specific team completes within a given context, using its own Definition of Done, skills, tooling, and domain complexity. The Scrum Guide does not define velocity as a performance or comparison metric.

Comparing velocity across teams is misleading and risks encouraging dysfunctional behavior, such as inflating estimates, cutting quality, or gaming the system. Therefore, a higher velocity does not automatically indicate higher productivity, commitment, or value delivery.

Second, I would explore the Product Owner's underlying concern rather than focusing on velocity itself.

Often, concerns about velocity are proxies for deeper issues such as:

- * Missed Sprint Goals,
- * Unmet stakeholder expectations,
- * Slow value delivery,
- * Quality problems or unpredictability.

As a Scrum Master, I would help the Product Owner articulate what outcome they are truly worried about, and then guide the discussion toward metrics and observations that better reflect those concerns, such as progress toward Product Goals, customer feedback, Increment quality, or predictability over time.

Third, I would reinforce the importance of empiricism and transparency. If there are genuine concerns about commitment or effectiveness, these should be inspected using transparent evidence within the team's own context. The Sprint Review and Sprint Retrospective provide structured opportunities to inspect outcomes and ways of working. Rather than privately judging the team based on external comparisons, these concerns should be addressed openly and constructively with the Scrum Team.

Fourth, I would coach the Product Owner on Scrum Values, particularly Respect and Openness. Assuming lower commitment based on velocity comparisons risks undermining trust and psychological safety. Scrum encourages respecting the team as capable professionals and being open to learning what is actually limiting their effectiveness. Blame-oriented comparisons reduce the likelihood of honest inspection and improvement.

Finally, if improvement is needed, the Scrum Master should support the Scrum Team in identifying and addressing impediments. This may involve examining workload, technical debt, unclear backlog items, excessive dependencies, or organizational constraints. The focus should be on enabling the team to improve sustainably, not on pushing them to match another team's numbers.

NEW QUESTION # 34

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 # 35

What would be an example of a development team member displaying unethical behaviour?

Answer:

Explanation:

An example of unethical behaviour by a Development Team member in Scrum is knowingly delivering low-quality or non-secure software while being aware of the potential negative impact on users, stakeholders, or the organization. Such behaviour contradicts the ethical expectations embedded in Scrum and violates multiple Scrum Values.

For instance, a developer may intentionally ignore known defects, security vulnerabilities, or technical debt in order to finish work faster or appear more productive. Releasing software that is known to be insecure or unstable places end-users at risk and misrepresents the true state of the product. This undermines Commitment to quality and Courage, as the individual avoids addressing difficult issues or raising concerns.

Another unethical example is withholding important information from the Scrum Team or stakeholders. This may include hiding risks, downplaying impediments, or not being transparent about progress or challenges.

Such behaviour violates Openness and damages trust, which is essential for empiricism and effective collaboration.

Unethical behaviour may also be expressed through failing to support team members. For example, refusing to help others, dismissing or disrespecting colleagues' opinions, or working in ways that harm team cohesion contradicts the Scrum Value of Respect. Scrum expects team members to collaborate and support each other in achieving the Sprint Goal.

Finally, going against agreements made by the Scrum Team, such as ignoring the Definition of Done or agreed working agreements, is unethical. This damages accountability and can mislead stakeholders about the quality and completeness of the work.

NEW QUESTION # 36

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