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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q34-Q39):

NEW QUESTION # 34
"Technical debt is the sole concern of the development team". As a Scrum Master, do you agree with this statement? Whyor why not?.

Answer:

Explanation:
As a Scrum Master, I donot agreewith the statement that technical debt is the sole concern of the Development Team. While Developers are responsible for recognizing and understanding technical debt, its impact extends far beyond the team and affectsagility, quality, and deliveryat the product and organizational level.
First, technical debt directly influences a team'sability to remain agile. As technical debt accumulates, the cost and effort required to change the product increase. This slows down development, reduces predictability, and eventually makes it difficult-or even impossible-to deliver working software within reasonable timeframes. When agility is reduced, the entireorganizationsuffers, not just the Development Team.
Second, technical debt has a significant impact onproduct quality and delivery. High levels of technical debt often lead to defects,

instability, and integration problems. This undermines the Scrum principle of delivering a "Done" Increment each Sprint. When the product cannot be reliably delivered or inspected, customers and stakeholders are directly affected, making technical debt a shared concern.
Third, while Developers are best positioned toidentify when technical debt occurs, addressing it requires collaboration across the Scrum Team. The Product Owner must understand that not all work in a Sprint will result in new functionality. Investing in reducing technical debt is an investment in future value, sustainability, and delivery capability. Stakeholders also need transparency about this trade-off.
Fourth, Scrum encourages making technical debt visible andaddressing it continuously, rather than postponing it indefinitely. This may involve adding technical debt-related work to the Product Backlog and prioritizing it alongside functional work. Treating technical debt as "invisible" or purely technical undermines empiricism and long-term value creation.

NEW QUESTION # 35
How can leadership of an agile organization help self-organizing teams get the most out of Scrum?

Answer:

Explanation:
Leadership plays a critical role in enabling self-organizing teams to succeed with Scrum. While Scrum Teams are self-managing, organizational leadership must create the conditions in which Scrum can thrive. This support is expressed through behaviors that reinforce empiricism, accountability, and continuous improvement, rather than through command-and-control practices.
First, leadership can help by actively supporting self-organization and Scrum adoption. This includes trusting teams to decide how they do their work, resisting the urge to micromanage, and reinforcing Scrum practices and values across the organization. Leaders who understand and support Scrum help protect teams from external pressure that undermines self-management.
Second, leaders should learn about Agile and Scrum and understand how to interact with Scrum Teams effectively. This knowledge enables leadership to engage in ways that are helpful rather than disruptive-for example, collaborating through Scrum events instead of bypassing the Product Owner or directly assigning work to Developers. Informed interaction strengthens alignment while preserving team autonomy.
Third, leadership must respect Scrum accountabilities, especially the authority of the Product Owner.
Respecting Product Owner decisions on ordering the Product Backlog ensures clear accountability for maximizing value. When leadership overrides or bypasses the Product Owner, it undermines transparency, focus, and trust within the Scrum Team.
Fourth, leadership can significantly support teams by removing impediments that are beyond the team's control. These may include organizational policies, structural constraints, tooling limitations, or conflicting incentives. By actively addressing such impediments, leadership enables teams to improve their effectiveness and deliver value more consistently.
Finally, leadership should provide a clear organizational vision and strategy. A compelling vision and coherent strategy give Scrum Teams a sense of purpose and direction, helping them understand how their work contributes to broader organizational goals. This clarity supports better decision-making, alignment, and motivation at the team level without prescribing detailed solutions.

NEW QUESTION # 36
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 # 37
A fellow Scrum Master asks for your input. His team members see no value in defining a Sprint goal and he has trouble explaining its use to them. What would you tell this Scrum Master?

Answer:

Explanation:
If team members see no value in defining a Sprint Goal, this indicates a fundamental misunderstanding of Scrum. As a Scrum Master, I would explain to my fellow Scrum Master that theSprint Goal is a core element of Scrumand is essential for alignment, commitment, and empiricism.
First, the Sprint Goal explainswhy the Scrum Team is doing the work in the Sprint. According to the Scrum Guide, the Sprint Goal is the single objective for the Sprint and provides coherence to the Sprint Backlog. Without a clear "why," Sprint work becomes a collection of unrelated tasks rather than a purposeful effort to deliver value. The Sprint Goal helps the team understand the intent behind the selected Product Backlog Items and aligns daily decisions with that intent.
Second, the Sprint Goal represents acommitment by the Scrum Team. The team commits to doing everything in its power to achieve the Sprint Goal, even though the specific scope may evolve. This commitment fosters focus and shared accountability. Instead of optimizing for individual tasks, the team optimizes for achieving the Sprint Goal as a whole.
Third, the Sprint Goal actuallycreates flexibility rather than restricting it. When new discoveries, risks, or opportunities emerge during the Sprint, the team can adapt the Sprint Backlog as long as those changes do not endanger the Sprint Goal. This allows the team to respond to change while maintaining stability of purpose.
Without a Sprint Goal, change becomes arbitrary and increases the risk of losing focus.
Fourth, the Sprint Goal enables effectiveinspection and adaptation. During the Daily Scrum, the team inspects progress toward the Sprint Goal and adapts their plan accordingly. Similarly, at the Sprint Review, stakeholders can inspect whether the Sprint Goal was met. Without a Sprint Goal, there is no meaningful benchmark for inspection.
Finally, it is important to be clear thatwithout a Sprint Goal, Scrum is not being practiced as intended.
The Sprint Goal is a required element of Scrum, and removing it undermines transparency and weakens the empirical foundation of the framework.

NEW QUESTION # 38
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 # 39
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