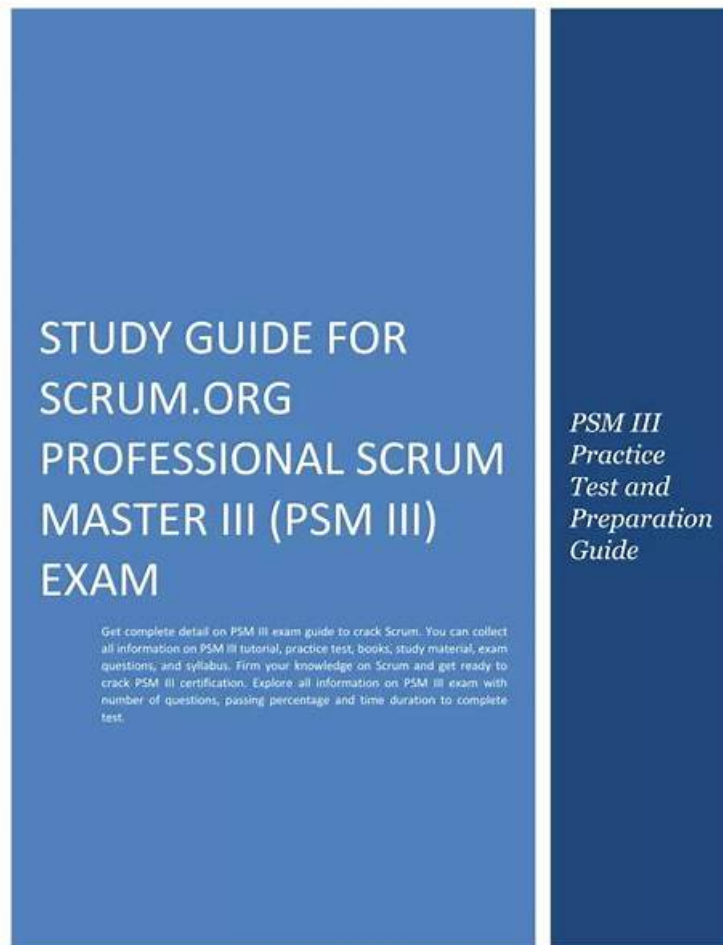


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Scrum PSM-III Exam Syllabus Topics:

Section	Objectives
Topic 1: Product Backlog Management	- Stakeholder Management - Backlog Refinement
Topic 2: Facilitation and Coaching	- Facilitation - Teaching - Coaching
Topic 3: The Scrum Framework	- Scrum Artifacts - Scrum Roles - Scrum Events

Topic 4: Scrum in the Organization	- Organizational Design and Culture - Scaling Scrum
Topic 5: Scrum Theory and Empiricism	- Empirical process control - Scrum Values - Complex adaptive systems
Topic 6: Done and Undone Work	- Definition of Done

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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q21-Q26):

NEW QUESTION # 21

"Technical debt is the sole concern of the development team". As a Scrum Master, do you agree with this statement? Why or why not?.

Answer:

Explanation:

As a Scrum Master, I do not agree with 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 affects agility, quality, and delivery at the product and organizational level.

First, technical debt directly influences a team's ability 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 entire organization suffers, not just the Development Team.

Second, technical debt has a significant impact on product 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 to identify 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 and addressing 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 # 22

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 # 23

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 # 24

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 # 25

What is meant by a team or organization practicing 'zombie' or 'mechanical' Scrum?

Answer:

Explanation:

Practicing 'zombie' or 'mechanical' Scrum refers to an approach where teams and organizations follow the rules and events of Scrum in a superficial manner, merely going through the motions, without embracing the underlying purpose, values, and principles of the framework.

In mechanical Scrum, teams conduct the required events, maintain the prescribed artifacts, and use Scrum terminology, but do so without focusing on value, learning, or outcomes. Scrum events become routine meetings rather than opportunities for inspection and adaptation. The Sprint Goal may exist on paper, but it does not meaningfully guide decisions. As a result, Scrum is reduced to a checklist of practices rather than a framework for solving complex problems.

This approach contrasts sharply with practicing "Real" Scrum, which is value-driven and goal-oriented.

Real Scrum emphasizes delivering meaningful outcomes for customers and stakeholders, rather than simply completing tasks. Teams focus on achieving the Sprint Goal, maximizing product value, and understanding the impact of their work.

Furthermore, mechanical Scrum often ignores the Scrum Values. Without Courage, teams avoid difficult conversations; without Openness, problems are hidden; without Respect, collaboration suffers; without Commitment and Focus, teams optimize for activity rather than outcomes. This leads to stagnation and missed opportunities for improvement.

In contrast, Real Scrum recognizes that Scrum is a framework, not a rigid methodology. It intentionally leaves room for teams and

organizations to discover and adopt additional practices that support empiricism, continuous improvement, and stakeholder satisfaction. These practices are chosen to reinforce Scrum's core values, not to replace them.

NEW QUESTION # 26

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