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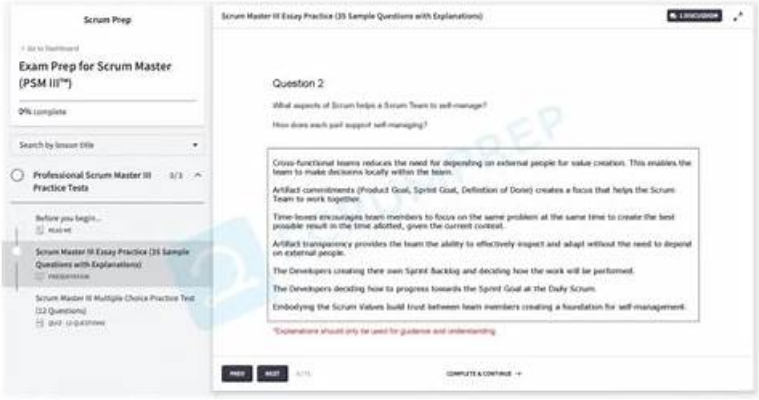

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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q16-Q21):

NEW QUESTION # 16
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 arisk 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 oncoaching, 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 absencevisible:
* 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 formaximizing valueandProduct 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 isnot sufficientand 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 mustnot 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 # 17
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 # 18
How the organization discusses and plans the work of creating software will be reflected in the implementation of that software. 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:
How an organization discusses, plans, and decomposes work is inevitably reflected in the software it produces. When technical systems are decomposed into elements such as activities, workflows, functions, features, or components, these decomposition choices have adirect and systemic impact on Scrum Teams, especially inscaled Scrum environments.
1. Decomposition Influences Team Structure (Conway's Law)
In scaled projects, system decomposition often drives how teams are formed. When work is decomposed along technical components or functions, organizations tend to createspecialist or component teams(e.g., front- end teams, back-end teams). This results in:
* Increaseddependencies between teams,

* More handoffs and coordination,
* Reduced autonomy of individual teams.
Scrum, however, expects teams to becross-functionaland capable of delivering usable Increments independently. Component-based decomposition therefore hinders effective Scrum adoption at scale.
2. Effect on Value Delivery and Transparency
Scrum relies on frequent inspection ofintegrated, working product Increments. When decomposition focuses on small technical parts rather thanend-to-end features or capabilities, teams may deliver partial outputs instead of usable value.
This negatively affects:
* Transparency, as progress is reported through intermediate artifacts rather than working software,
* Inspection, since stakeholders cannot meaningfully evaluate value,
* Adaptation, because feedback is delayed until integration occurs.
In scaled Scrum, this often results in "almost done" work that is not truly Done.
3. Feature-Oriented Decomposition Supports Scrum
Scrum scales more effectively when system decomposition emphasizesvertical slices of value, such as features or capabilities, rather than horizontal technical layers. Feature-oriented decomposition enables:
* Cross-functional teams,
* Reduced dependencies,
* Faster feedback cycles,
* Independent delivery of value by each team.
This approach aligns with Scrum's expectation that every Sprint produces ausable Increment.
4. Impact on Integration and Risk
Decomposition decisions strongly affectintegration frequency. Poor decomposition increases integration complexity and encourages late integration, which raises risk and reduces learning.
In Scrum-especially at scale-integration must happen early and often. Unintegrated work is not considered Done, and delayed integration undermines empiricism by hiding real system behavior until late in development.
5. Learning and System Optimization
When Scrum Teams work on complete features rather than isolated components, they gain broader insight into:
* Customer needs,
* System-wide trade-offs,
* End-to-end product behavior.
This shared understanding improves decision-making and supportscontinuous improvement at the system level, rather than local optimization within silos.

NEW QUESTION # 19
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 isknowingly delivering low- quality or non-secure softwarewhile 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 underminesCommitment to quality andCourage, as the individual avoids addressing difficult issues or raising concerns.
Another unethical example iswithholding important informationfrom the Scrum Team or stakeholders. This may include hiding risks, downplaying impediments, or not being transparent about progress or challenges.
Such behaviour violatesOpennessand damages trust, which is essential for empiricism and effective collaboration.
Unethical behaviour may also be expressed throughfailing 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 ofRespect. 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 # 20
What is meant by a team or organization practicing 'zombie' or 'mechanical' Scrum?

Answer:

Explanation:
Practicing'zombie' or 'mechanical' Scrumrefers 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 sowithout 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 isvalue-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 theScrum Values. WithoutCourage, teams avoid difficult conversations; withoutOpenness, problems are hidden; withoutRespect, 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 aframework, 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 # 21
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