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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q35-Q40):

NEW QUESTION # 35

Learning turns into 'validated learning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?

Answer:

Explanation:

A key way a Product Owner applies validated learning is by adapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.

Through inspection of:

- * The Product Increment during the Sprint Review,
- * Stakeholder and user feedback,
- * Measured outcomes such as usage, value, or risk reduction,

the Product Owner assesses whether assumptions about value, users, or direction are valid. This learning becomes validated only when it is reflected in changed decisions, such as:

- * Reordering Product Backlog items,
- * Adding or removing backlog items,
- * Adjusting or even abandoning a Product Goal.

In other words, validated learning is applied when the Product Owner uses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

NEW QUESTION # 36

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 # 37

"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 # 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 for Scrum Teams, especially in scaled environments.

1. Risk of Component-Centric Team Structures

When system decomposition drives team structure, organizations often create component 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 deliver end-to-end, integrated Increments each Sprint, weakening empiricism and delaying feedback.

2. Impact on Value Delivery and Inspection

Scrum relies on frequent inspection of working 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 into vertical, 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 happen early 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

What risk is introduced if not all Development Team members are present for the Daily Scrum?

Answer:

Explanation:

If not all Development Team members are present at the Daily Scrum, several risks are introduced that undermine empiricism, collaboration, and the team's ability to achieve the Sprint Goal.

First, transparency is reduced. The Daily Scrum exists to create a shared understanding of progress, plans, and impediments. When some Developers are absent, their work, discoveries, risks, or impediments are not fully visible to the rest of the team. This results in an incomplete or inaccurate picture of the Sprint Backlog's current state.

Second, inspection becomes ineffective. The Daily Scrum is the primary event where Developers inspect progress toward the Sprint Goal. Missing perspectives means that inspection is based on partial information, increasing the likelihood that important issues—such as integration problems, dependencies, or quality concerns—go unnoticed until later in the Sprint.

Third, adaptation is delayed or suboptimal. Without full participation, the team may make planning adjustments that do not account for all constraints or opportunities. This can lead to rework, misalignment, or duplicated effort, and increases the risk of failing to meet the Sprint Goal.

Fourth, the absence of team members weakens collective ownership and accountability. The Daily Scrum reinforces that the Developers are jointly responsible for the Sprint Goal. Regular absence can create silos, reduce collaboration, and signal that shared planning and alignment are optional.

Finally, over time, inconsistent attendance can turn the Daily Scrum into a status meeting for those present, rather than a collaborative planning event for the whole team. This undermines Scrum Values, particularly Commitment, Respect, and Openness.

NEW QUESTION # 40

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