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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q20-Q25):

NEW QUESTION # 20
When working on one software product with multiple Scrum teams in Scrum Nexus, what is important about dependencies of the planned Backlog Items and integration of the work being done?

Answer:

Explanation:
When multiple Scrum Teams work together on a single product using Scrum Nexus, managing dependencies and ensuring effective integration are critical to delivering a usable Increment each Sprint. Scrum Nexus extends Scrum by explicitly addressing the complexity that arises from multiple teams working on the same product.
First, dependencies between teams should be minimized. Dependencies reduce autonomy, slow feedback, and increase risk. In Nexus, Product Backlog Items should be ordered and refined in such a way that work with strong dependencies is kept within a single team whenever possible. This supports cross-functionality at the team level and reduces the coordination overhead required between teams.
Second, when dependencies cannot be avoided, they must be made transparent and actively managed. The Nexus framework encourages early identification of dependencies during Nexus Sprint Planning so that teams can coordinate their work effectively. However, the goal remains to continuously reduce dependencies over time through better backlog ordering, architecture improvements, and skill broadening.

Third, integration of work is vital and takes precedence over completing all planned work. In Scrum Nexus, an Increment is only considered "Done" when the work of all teams is fully integrated and meets the shared Definition of Done. Unintegrated work, even if technically complete by an individual team, does not provide value and increases risk.

Fourth, integration must occur early and often during the Sprint, not only at the end. Continuous integration helps uncover issues sooner, supports frequent inspection, and enables timely adaptation. Delaying integration increases the likelihood of defects, rework, and failure to produce a usable Increment.

NEW QUESTION # 21

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 # 22

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 # 23

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 asself-organization, cross-functionality, and value delivery.

1. Facilitating Teams to Self-Organize
One common approach is tofacilitate the developers in forming teams themselves. This approach aligns strongly with Scrum, as the Scrum Guide states that Scrum Teams areself-managingand decide internally how best to accomplish their work.
Benefits:
Allowing teams to self-organize promotesempowerment, 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 bemessy 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 formtwo 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 teamscan independently deliverintegrated, "Done" Incrementsof 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 knowwhich 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 totechnical specialization, such as front-end and back-end teams. These are often referred to ascomponent teams.
Benefits:
This structure allows specialists to work closely together, enablingfast knowledge sharing, technical consistency, and deep expertisein specific components of the system. It can feel efficient, especially in the early stages of development.
Hindrances:
From a Scrum perspective, this approach significantly hindersvalue 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 isnot 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 tocoach and facilitatethe organization toward structures that best enable Scrum. While all three approaches are seen in practice, Scrum clearly favorsself-organizing, cross-functional feature teamsbecause they maximize learning, transparency, and the ability to deliver value each Sprint.

NEW QUESTION # 24
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 empiricismand value delivery. As a Scrum Master, my responsibility is not to solve the problem myself, but toenable the Scrum Teamand 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 ScrumMaster, 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 ScrumMaster 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 # 25
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