

Scrum PSM-III Helpful Product Features of PDF



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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q19-Q24):

NEW QUESTION # 19

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 a direct and systemic impact on Scrum Teams, especially in scaled 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 create specialist or component teams (e.g., front-end teams, back-end teams). This results in:

- * Increased dependencies between teams,
- * More handoffs and coordination,
- * Reduced autonomy of individual teams.

Scrum, however, expects teams to be cross-functional and 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 of integrated, working product Increments. When decomposition focuses on small technical parts rather than end-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 emphasizes vertical 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 a usable Increment.

4. Impact on Integration and Risk

Decomposition decisions strongly affect integration 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 supports continuous improvement at the system level, rather than local optimization within silos.

NEW QUESTION # 20

"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 # 21

A Development Team, arguing it is self-organising, indicates it no longer needs the Daily Scrum; they collaborate throughout the day and they feel it has become a needless ritual.

Answer:

Explanation:

A Development Team claiming self-organization as a reason to stop the Daily Scrum reflects a misunderstanding of both self-management and the purpose of Scrum events. As a Scrum Master, I would address this through teaching, coaching, and empiricism rather than enforcement.

Daily Scrum Is Mandatory in Scrum

First, it must be made clear that the Daily Scrum is a required Scrum event. The Scrum Guide defines it as a 15-minute event held every working day of the Sprint for the Developers. Choosing to eliminate it means the team is no longer practicing Scrum, regardless of how well they collaborate informally.

Self-Organization Does Not Mean Skipping Empiricism

Self-organizing (self-managing) teams decide how to do the work, not whether to inspect and adapt. Scrum events exist to uphold empirical process control. The Daily Scrum specifically enables:

- * Transparency about progress toward the Sprint Goal,
- * Inspection of the Sprint Backlog and current plan,
- * Adaptation of work for the next 24 hours.

Informal collaboration throughout the day does not replace the shared, intentional inspection moment that the Daily Scrum provides.

The Daily Scrum Is Not a Ritual or Status Meeting

If the Daily Scrum feels like a needless ritual, this is a signal that it is not being used correctly. It should not be a status report or a meeting for the Scrum Master or Product Owner. Instead, it is a planning event for the Developers, focused on how to best achieve the Sprint Goal.

As a Scrum Master, I would coach the team to improve the Daily Scrum, for example by:

- * Centering the discussion on progress toward the Sprint Goal,
- * Making impediments and risks explicit,
- * Using different formats that suit the team's context.

Risks of Removing the Daily Scrum

Removing the Daily Scrum reduces transparency and delays inspection and adaptation. Problems such as integration issues, misalignment, or threats to the Sprint Goal may surface too late, increasing risk and waste.

Over time, this undermines predictability and value delivery.

NEW QUESTION # 22

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 # 23

You are a Scrum Master working with a Scrum Team. The Development Team constantly complains 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 in Product 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 to enable 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 a Product 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 items transparent:

- * 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 in evidence, not blame. The goal is shared understanding of the consequences, not assigning fault.

3. Reinforce Product Owner Accountability

The Scrum Guide is clear that the Product 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 would coach the Product Owner to 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 often co-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 a systemic 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 # 24

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