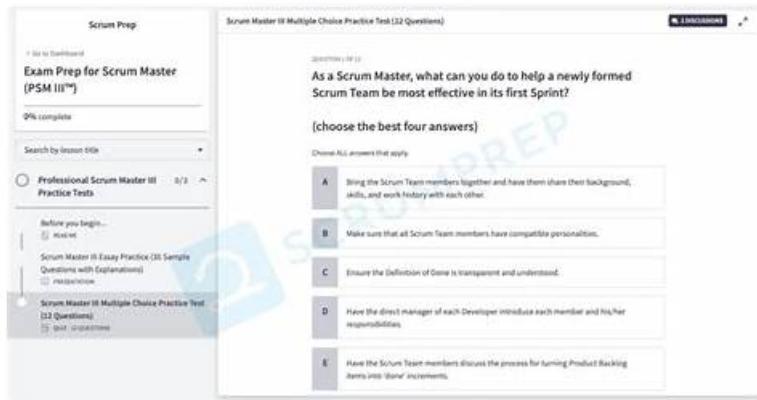


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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q25-Q30):

NEW QUESTION # 25

One of the Scrum events is the Sprint Review. How does the Sprint Review enable empiricism? What would the impact be if some members of the development team were not present?

Answer:

Explanation:

The Sprint Review is a key Scrum Event that directly enables empiricism, which is the foundation of Scrum. Empiricism is based on making decisions using what is known, observed, and learned, supported by the pillars of transparency, inspection, and adaptation. The Sprint Review operationalizes these pillars at the product level.

How the Sprint Review Enables Empiricism

First, the Sprint Review creates transparency by making the current state of the product visible. During the event, the Scrum Team presents a "Done" Product Increment that meets the Definition of Done. Stakeholders can see and often use the actual product rather than relying on reports or assumptions. This shared visibility ensures that discussions are grounded in reality.

Second, the Sprint Review enables inspection. The Scrum Team and stakeholders jointly inspect the Increment and assess progress toward product goals. The Developers provide context about what was delivered, what was not, and what challenges were encountered. This inspection is focused on outcomes and value, not individual performance.

Third, the Sprint Review supports adaptation. Based on the inspection and feedback, new insights emerge about customer needs,

market conditions, risks, and opportunities. The Product Owner uses this information to adapt the Product Backlog, reordering items, adding new work, or refining existing items. This completes the empirical feedback loop by ensuring future decisions are based on the latest evidence.

Impact of Development Team Members Not Attending the Sprint Review

If some Developers are not present at the Sprint Review, empiricism is weakened.

First, transparency decreases. Developers possess critical, first-hand knowledge about implementation details, technical trade-offs, constraints, and risks. Without their presence, stakeholders receive an incomplete picture of the Increment and its implications.

Second, inspection becomes less effective. Stakeholders may ask questions about behavior, limitations, or quality that only

Developers can accurately answer. The absence of Developers limits meaningful dialogue and reduces the quality of inspection.

Third, adaptation suffers. Decisions about what to do next—such as changes to scope, priorities, or technical direction—depend on accurate understanding. Without Developers participating, adaptations to the Product Backlog may be based on assumptions rather than evidence, increasing the risk of poor decisions.

Finally, excluding Developers undermines Scrum Values, particularly Respect and Openness, by treating the Sprint Review as a reporting event rather than a collaborative working session. This can lead to disengagement and reduced shared ownership of product outcomes.

NEW QUESTION # 26

How does the Cone of Uncertainty influence the work being done by a development team during a product's development lifetime?

Answer:

Explanation:

The Cone of Uncertainty describes how the level of uncertainty in a product's requirements, technology, and value is highest at the beginning of a product's lifetime and gradually decreases as knowledge is gained. This concept strongly influences the type of work a development team performs throughout the product's development lifecycle and aligns well with Scrum's empirical approach.

Early Stage: High Uncertainty and Discovery Work

At the start of a product's development lifetime, many unknowns exist. These may relate to customer needs, technical feasibility, usability, or business value. According to Scrum's empirical nature, teams should not assume certainty where it does not exist.

Therefore, early development work focuses primarily on discovery.

During this stage, the Development Team works to reduce uncertainty by:

- * Conducting research and experiments,
- * Building prototypes or spikes,
- * Testing assumptions with users,
- * Validating technical and business hypotheses.

This type of work helps the team learn quickly and avoid premature commitment to detailed solutions. The goal is not maximizing feature output, but maximizing learning and reducing risk.

Middle Stage: Reduced Uncertainty and Feature Development

As important unknowns are discovered and addressed, the Cone of Uncertainty narrows. The team gains confidence in what to build and how to build it. At this point, work increasingly shifts toward delivering functional stories and features that provide direct value to users.

Development during this phase focuses on:

- * Building usable, integrated product increments,
- * Expanding functionality based on validated learning
- * Refining features through feedback and inspection.

Scrum supports this transition by enabling frequent inspection and adaptation through Sprints, ensuring that learning continues while value delivery accelerates.

Late Stage: Low Uncertainty and Operational Work

Toward the end of a product's development lifetime, most significant uncertainties have been resolved.

According to Evidence-Based Management (EBM), Unrealized Value becomes low, while Current Value is high. At this stage, the volume of new feature development typically decreases.

The team's work becomes more operational in nature, such as:

- * Maintenance and optimization,
- * Improving performance or stability,
- * Addressing technical debt,
- * Supporting existing users.

Investment decisions increasingly focus on sustaining value rather than discovering new opportunities.

NEW QUESTION # 27

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 # 28

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 un-integrated 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 # 29

In what ways does the Scrum Master attend the Sprint Retrospective?

Answer:

Explanation:

The Sprint Retrospective is a formal Scrum event where the Scrum Team inspects how the last Sprint went with respect to individuals, interactions, processes, tools, and their Definition of Done, and identifies improvements for future Sprints. The Scrum Master attends the Sprint Retrospective in multiple, complementary ways, consistent with the Scrum Guide.

First, the Scrum Master joins the Sprint Retrospective as a Scrum Team member. The Scrum Guide defines the Scrum Team as consisting of the Product Owner, Developers, and the Scrum Master. Therefore, the Scrum Master is not an external observer but a full participant in the event. As such, the Scrum Master actively inspects people, processes, and tools, and contributes insights based on their perspective and experience, while remaining respectful of the team's self-management.

Second, the Scrum Master often facilitates the Sprint Retrospective. According to the Scrum Guide, the Scrum Master is accountable for ensuring that Scrum events take place and are productive. Facilitation may include helping the team create a safe environment, encouraging openness, ensuring balanced participation, keeping the discussion focused on improvement, and helping the team stay within the timebox. However, facilitation does not imply control; the Scrum Master facilitates to serve the team, not to direct outcomes.

Third, the Scrum Master supports empiricism during the Retrospective. By fostering transparency, encouraging honest inspection, and helping the team identify actionable improvements, the Scrum Master strengthens the Scrum pillars of transparency, inspection, and adaptation. The Scrum Master may also help the team turn improvement ideas into concrete actions that can be planned for the next Sprint.

Finally, the Scrum Master helps ensure that the Sprint Retrospective results in meaningful adaptation. While the Scrum Team decides what improvements to implement, the Scrum Master supports the team in identifying impediments, coaching on improvement techniques, and helping remove organizational or systemic obstacles that are beyond the team's direct control.

In summary, the Scrum Master attends the Sprint Retrospective by joining as a full Scrum Team member, participating in inspection, often facilitating the event, and supporting continuous improvement and empiricism. This balanced participation ensures that the Retrospective remains a powerful mechanism for learning and adaptation rather than a ritualistic meeting.

NEW QUESTION # 30

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