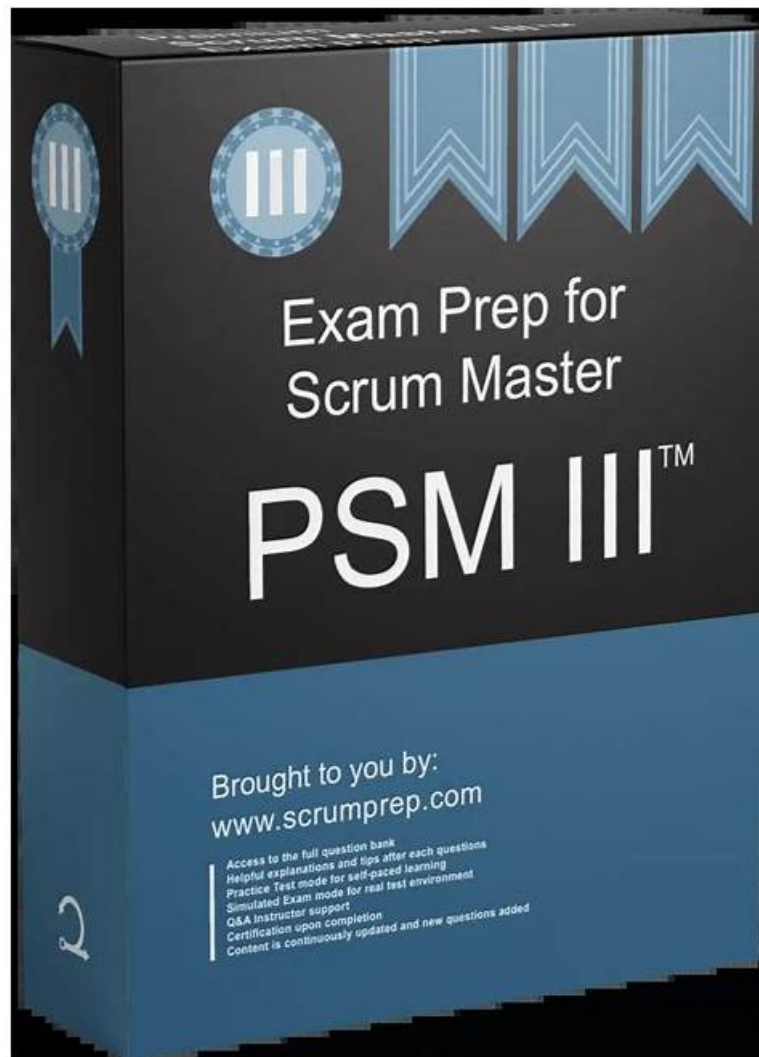


## Scrum - Useful PSM-III Reliable Test Vce



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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q34-Q39):

### NEW QUESTION # 34

The process of regular inspection and adaptation employs knowledgeable and skilled inspectors. What are two ways in which the Product Owner takes the lead in the inspection process?

#### Answer:

##### Explanation:

The Product Owner takes the lead in inspection by focusing on product value and direction, ensuring that learning from evidence directly informs future decisions.

##### 1. Inspecting and Ordering the Product Backlog Based on Evidence

The Product Owner continuously inspects the Product Backlog using information gained from:

- \* Delivered Increments,
- \* Stakeholder feedback,
- \* Market changes and risks.

By ordering and refining the Product Backlog, the Product Owner leads inspection of whether the backlog still reflects the most valuable and relevant work, ensuring that adaptation is based on evidence rather than assumptions.

##### 2. Leading Product Inspection During the Sprint Review

The Product Owner leads inspection during the Sprint Review by framing the conversation around:

- \* The Product Goal,
- \* What value the Increment delivers,
- \* What has been learned.

By engaging stakeholders in inspecting the Increment and guiding discussions about what to do next, the Product Owner ensures that feedback is transformed into Product Backlog adaptation.

### NEW QUESTION # 35

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 # 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

Decisions to optimize value and control risk are made based on the perceived state of the artifacts. What events and practices can improve transparency over the artifacts? Explain why.

#### Answer:

##### Explanation:

In Scrum, decisions to optimize value and control risk depend on the perceived state of the artifacts. If artifacts are not transparent, inspection and adaptation become ineffective, leading to poor decisions. Scrum therefore defines specific events and practices to improve transparency and support empirical decision-making.

##### Scrum Events That Improve Artifact Transparency

**Sprint Planning** improves transparency by aligning the Scrum Team on the current state of the Product Backlog and the Product Increment. The Product Owner explains backlog ordering and objectives, while Developers assess what is feasible based on the current Increment and Definition of Done. This shared understanding reduces risk by creating a realistic Sprint Goal.

**Daily Scrum** improves transparency of the Sprint Backlog. Developers inspect progress toward the Sprint Goal and make visible emerging risks, dependencies, and impediments. Daily inspection ensures that deviations are discovered early, enabling fast adaptation and reducing delivery risk.

**Sprint Review** improves transparency of the Product Increment and Product Backlog. Stakeholders directly inspect the Increment and provide feedback. This exposes assumptions, validates value, and informs Product Backlog adaptation, helping optimize future value and reduce market risk.

Sprint Retrospective improves transparency of process-related aspects that influence the artifacts. By inspecting ways of working, tools, skills, and the Definition of Done, the team identifies improvements that increase artifact quality and reliability over time.

#### Practices That Improve Transparency

A clear and shared Definition of Done ensures transparency of the Product Increment. It creates a common understanding of what "complete" means and prevents hidden work or misleading progress.

Product Backlog refinement improves transparency by clarifying Product Backlog Items, making assumptions explicit, and reducing uncertainty. Although not a formal Scrum event, refinement supports better inspection and forecasting.

Frequent integration and testing improve transparency by making the real state of the Increment visible early and often. This reduces the risk of late surprises and unintegrated work.

Visible metrics and information radiators (such as Sprint Goals, Sprint Backlogs, and progress toward objectives) help stakeholders and teams understand the state of work without relying on reports or interpretations.

### NEW QUESTION # 38

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 # 39

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