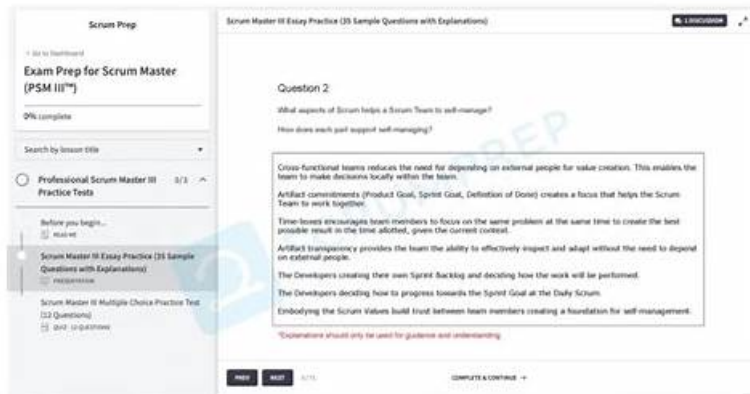


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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q16-Q21):

### NEW QUESTION # 16

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 # 17**

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 # 18**

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 # 19

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 # 20

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 # 21

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