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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q27-Q32):

NEW QUESTION # 27
Learning turns into 'validated learning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?

Answer:

Explanation:
A key way aProduct Owner applies validated learningis byadapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.
Through inspection of:
* TheProduct Incrementduring the Sprint Review,
* Stakeholder and user feedback,
* Measured outcomes such as usage, value, or risk reduction,
the Product Owner assesses whether assumptions about value, users, or direction are valid. This learning becomesvalidatedonly when it is reflected inchanged decisions, such as:
* Reordering Product Backlog items,
* Adding or removing backlog items,
* Adjusting or even abandoning a Product Goal.
In other words, validated learning is applied when the Product Owneruses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

NEW QUESTION # 28
What is Scrum's relation to Empiricism / Empirical Process Control?

Answer:

Explanation:
Scrum is fundamentally based onEmpiricism, also referred to asEmpirical Process Control. This means that Scrum recognizes that complex work, such as software development, cannot be fully understood or predicted upfront. Instead, decisions are made based onexperience, observation, and evidence, forming a continuous closed feedback loop.
Empirical Process Control rests on three pillars:Transparency, Inspection, and Adaptation. Scrum provides a structured framework of roles, events, and artifacts that explicitly support and reinforce each of these pillars.
Transparency
Transparency ensures that all significant aspects of the process and product are visible to those responsible for the outcome. In Scrum, transparency is created through clearly defined artifacts such as theProduct Backlog, Sprint Backlog, and Product Increment, each governed by a shared Definition of Done. Scrum Events further enhance transparency by creating regular opportunities to share progress, challenges, and current state.
Without transparency, inspection would be misleading and ineffective.
Inspection
Scrum prescribes frequent and regularinspectionof both the product and the process. Each Scrum Event serves as an inspection point:
* TheDaily Scruminspects progress toward the Sprint Goal,
* TheSprint Reviewinspects the Increment and adapts the Product Backlog,
* TheSprint Retrospectiveinspects the team's ways of working.
These inspections are intentionally timeboxed and lightweight to avoid excessive overhead while still enabling timely feedback.
Adaptation
Inspection is meaningful only if it leads toadaptation. Scrum explicitly enables adaptation by allowing changes to plans, processes, and backlog content based on what is learned. The Sprint Backlog may be adapted during the Sprint, the Product Backlog is adapted after the Sprint Review, and team practices are adapted following the Sprint Retrospective.
Closed Feedback Loop
Together, transparency, inspection, and adaptation form aclosed feedback loop. Scrum's short iterations (Sprints) ensure that learning occurs frequently, enabling the Scrum Team and stakeholders to respond quickly to change, reduce risk, and improve outcomes over time.

NEW QUESTION # 29
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 adirect and systemic impact on Scrum Teams, especially inscaled 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 createspecialist or component teams(e.g., front- end teams, back-end teams). This results in:
* Increaseddependencies between teams,
* More handoffs and coordination,
* Reduced autonomy of individual teams.
Scrum, however, expects teams to becross-functionaland 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 ofintegrated, working product Increments. When decomposition focuses on small technical parts rather thanend-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 emphasizesvertical 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 ausable Increment.
4. Impact on Integration and Risk
Decomposition decisions strongly affectintegration 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 supportscontinuous improvement at the system level, rather than local optimization within silos.

NEW QUESTION # 30
Your team's Product Owner approaches you for a word in private. She expresses some concerns she has about the team'scommitment and productivity. She has noticed that comparable teams within the development organization have a higheraverage velocity. How would you handle this situation?

Answer:

Explanation:
When a Product Owner raises concerns about the team's commitment and productivity based on comparisons ofvelocitywith other teams, this signals a need for coaching onempiricism, transparency, and appropriate use of Scrum metrics. As a Scrum Master, my response would focus on reframing the discussion fromoutput comparisontovalue delivery and continuous improvement.
First, I would explain thatvelocity is a team-specific, contextual measure. Velocity reflects how much work a specific team completes within a given context, using its own Definition of Done, skills, tooling, and domain complexity. The Scrum Guide does not define velocity as a performance or comparison metric.
Comparing velocity across teams is misleading and risks encouraging dysfunctional behavior, such as inflating estimates, cutting quality, or gaming the system. Therefore, a higher velocity does not automatically indicate higher productivity, commitment, or value delivery.
Second, I would explore the Product Owner's underlying concern rather than focusing on velocity itself.
Often, concerns about velocity are proxies for deeper issues such as:
* Missed Sprint Goals,
* Unmet stakeholder expectations,
* Slow value delivery,
* Quality problems or unpredictability.
As a Scrum Master, I would help the Product Owner articulatewhat outcome they are truly worried about, and then guide the discussion toward metrics and observations that better reflect those concerns, such as progress toward Product Goals, customer feedback, Increment quality, or predictability over time.
Third, I would reinforce the importance ofempiricism and transparency. If there are genuine concerns about commitment or effectiveness, these should be inspected using transparent evidence within the team's own context. The Sprint Review and Sprint Retrospective provide structured opportunities to inspect outcomes and ways of working. Rather than privately judging the team based on external comparisons, these concerns should be addressed openly and constructively with the Scrum Team.
Fourth, I would coach the Product Owner onScrum Values, particularlyRespect and Openness. Assuming lower commitment based on velocity comparisons risks undermining trust and psychological safety. Scrum encourages respecting the team as capable professionals and being open to learning what is actually limiting their effectiveness. Blame-oriented comparisons reduce the likelihood of honest inspection and improvement.
Finally, if improvement is needed, the Scrum Master should support the Scrum Team inidentifying and addressing impediments. This may involve examining workload, technical debt, unclear backlog items, excessive dependencies, or organizational constraints. The focus should be on enabling the team to improve sustainably, not on pushing them to match another team's numbers.

NEW QUESTION # 31
Describe the difference between feature and component teams, and how they hold up when viewed from the perspective ofthe Scrum Guide.

Answer:

Explanation:
In Scrum, team structure significantly impacts the ability to deliver value. Two commonly discussed structures arecomponent teamsandfeature 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 teamsare 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 theScrum Guide perspective, feature teams align more closely with Scrum principles:
* The Scrum Guide states thatScrum Teams are cross-functional, which directly supports feature teams and challenges component team structures.
* Scrum requires each Sprint to produce ausable Increment. Feature teams can meet this expectation, while component teams usually cannot without reliance on other teams.
* Scrum is based onempiricism(transparency, inspection, and adaptation). Reduced dependencies in feature teams improve transparency and enable faster inspection and adaptation.
* Scrum emphasizesvalue 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 # 32
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