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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q23-Q28):

NEW QUESTION # 23
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 # 24

Someone from the HR department approaches you. They regret to inform you that the Product Owner for your team is absent starting today and will be unavailable for the rest of this sprint. The Product Owner might be back at work somewhere during the next sprint, but it's all unknown at this point. What should the Scrum team do?

Answer:

Explanation:
When the Product Owner becomes unexpectedly unavailable, the Scrum Team must respond in a way that preserves continuity, transparency, and value delivery, while respecting Scrum accountabilities.
Short-Term Response
In the short term, covering the current Sprint and possibly the next Sprint, the Scrum Team should be able to continue working.
Scrum is designed to be resilient to short-term disruptions. The team can proceed by relying on:
* The Product Vision previously communicated by the Product Owner,
* The current state and ordering of the Product Backlog, which should already reflect the Product Owner's value decisions.
During this period, the Developers continue to work toward the Sprint Goal, and the Scrum Master ensures that Scrum events take place and remain productive. No one should assume the Product Owner role informally, as this would undermine accountability.
Longer-Term Impact
If the Product Owner's absence extends beyond a short period, it becomes an impediment to the Scrum Team.
The Product Owner is accountable for maximizing product value and managing the Product Backlog.
Prolonged absence prevents effective backlog ordering, stakeholder collaboration, and value-based decision- making.
In this case, the Scrum Master must make the impediment visible to the organization. This includes explaining the impact on value delivery and helping leadership understand the need for a clear Product Owner accountability. The organization should then appoint a new Product Owner to ensure continuity of decision- making and accountability.

NEW QUESTION # 25

Your team's Product Owner approaches you for a word in private. She expresses some concerns she has about the team's commitment and productivity. She has noticed that comparable teams within the development organization have a higher average 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 of velocity with other teams, this signals a need for coaching on empiricism, transparency, and appropriate use of Scrum metrics. As a Scrum Master, my response would focus on reframing the discussion from output comparison to value delivery and continuous improvement.
First, I would explain that velocity 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 articulate what 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 of empiricism 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 on Scrum Values, particularly Respect 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 in identifying 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 # 26
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 unintegrated 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 # 27
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 ScrumTeams, 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 Scrumadoption 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 SystemOptimization
When ScrumTeams 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 # 28
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