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Scrum

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QUESTION & ANSWERS

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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q14-Q19):

NEW QUESTION # 14

What is Scrum's relation to Empiricism/ Empirical Process Control?

Answer:

Explanation:

Scrum is fundamentally based on Empiricism, also referred to as Empirical 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 on experience, 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 the Product 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 regular inspection of both the product and the process. Each Scrum Event serves as an inspection point:

- * The Daily Scrum inspects progress toward the Sprint Goal,
- * The Sprint Review inspects the Increment and adapts the Product Backlog,
- * The Sprint Retrospective inspects 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 to adaptation. 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 a closed 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 # 15

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 # 16

What variables should a Product Owner consider when ordering the Product Backlog?

Answer:

Explanation:

Ordering the Product Backlog is a key accountability of the Product Owner and is essential for maximizing value through empiricism.

The ordering reflects continuous inspection of multiple variables, not a single prioritization rule.

1. Value and Outcomes

The primary variable is value. The Product Owner considers:

* Customer and user value,

* Business impact and outcomes,

* Alignment with the Product Goal.

Items that deliver higher or more urgent value are generally ordered higher.

2. Risk and Uncertainty

Items that reduce risk or uncertainty are often ordered earlier. This includes:

* Technical risk,

* Market or usability risk,

* Integration or dependency risk.

Early learning enables better decisions and reduces long-term cost.

3. Dependencies

The Product Owner considers dependencies between backlog items and teams. Items that unblock other work or reduce dependencies may be ordered higher to improve flow and reduce coordination overhead.

4. Effort, Complexity, and Feasibility

While Developers estimate effort, the Product Owner uses this information to balance value against cost, complexity, and feasibility.

High-value items that are feasible within near-term constraints are often prioritized.

5. Feedback and Learning

Ordering reflects feedback from Sprint Reviews, user testing, and market response. Items may move up or down based on what has

been learned from previous Increments.

6. Time Sensitivity and Opportunity Cost

Some items are time-critical due to:

- * Regulatory deadlines,
- * Market windows,
- * Competitive pressure.

Delaying such items may reduce or eliminate their value.

NEW QUESTION # 17

What risk is introduced if not all Development Team members are present for the Daily Scrum?

Answer:

Explanation:

If not all Development Team members are present at the Daily Scrum, several risks are introduced that undermine empiricism, collaboration, and the team's ability to achieve the Sprint Goal.

First, transparency is reduced. The Daily Scrum exists to create a shared understanding of progress, plans, and impediments. When some Developers are absent, their work, discoveries, risks, or impediments are not fully visible to the rest of the team. This results in an incomplete or inaccurate picture of the Sprint Backlog's current state.

Second, inspection becomes ineffective. The Daily Scrum is the primary event where Developers inspect progress toward the Sprint Goal. Missing perspectives means that inspection is based on partial information, increasing the likelihood that important issues—such as integration problems, dependencies, or quality concerns—go unnoticed until later in the Sprint.

Third, adaptation is delayed or suboptimal. Without full participation, the team may make planning adjustments that do not account for all constraints or opportunities. This can lead to rework, misalignment, or duplicated effort, and increases the risk of failing to meet the Sprint Goal.

Fourth, the absence of team members weakens collective ownership and accountability. The Daily Scrum reinforces that the Developers are jointly responsible for the Sprint Goal. Regular absence can create silos, reduce collaboration, and signal that shared planning and alignment are optional.

Finally, over time, inconsistent attendance can turn the Daily Scrum into a status meeting for those present, rather than a collaborative planning event for the whole team. This undermines Scrum Values, particularly Commitment, Respect, and Openness.

NEW QUESTION # 18

What would be an example of a development team member displaying unethical behaviour?

Answer:

Explanation:

An example of unethical behaviour by a Development Team member in Scrum is knowingly delivering low-quality or non-secure software while being aware of the potential negative impact on users, stakeholders, or the organization. Such behaviour contradicts the ethical expectations embedded in Scrum and violates multiple Scrum Values.

For instance, a developer may intentionally ignore known defects, security vulnerabilities, or technical debt in order to finish work faster or appear more productive. Releasing software that is known to be insecure or unstable places end-users at risk and misrepresents the true state of the product. This undermines Commitment to quality and Courage, as the individual avoids addressing difficult issues or raising concerns.

Another unethical example is withholding important information from the Scrum Team or stakeholders. This may include hiding risks, downplaying impediments, or not being transparent about progress or challenges.

Such behaviour violates Openness and damages trust, which is essential for empiricism and effective collaboration.

Unethical behaviour may also be expressed through failing to support team members. For example, refusing to help others, dismissing or disrespecting colleagues' opinions, or working in ways that harm team cohesion contradicts the Scrum Value of Respect. Scrum expects team members to collaborate and support each other in achieving the Sprint Goal.

Finally, going against agreements made by the Scrum Team, such as ignoring the Definition of Done or agreed working agreements, is unethical. This damages accountability and can mislead stakeholders about the quality and completeness of the work.

NEW QUESTION # 19

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






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