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

## NEW QUESTION # 16

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 # 17

Mid-sprint a development team forecasts it will not be able to deliver all the planned backlog items. They are worried and ask for your advice as Scrum Master. What will you tell them?

### Answer:

#### Explanation:

When a Development Team realizes mid-Sprint that it may not be able to deliver all planned Sprint Backlog Items, this situation should be handled through empiricism, not concern or blame. As a Scrum Master, I would reassure the team and guide them back to Scrum principles.

First, I would remind the team that in Scrum they do not commit to delivering all Sprint Backlog Items.

Instead, the Scrum Team commits to doing their very best to achieve the Sprint Goal. Discovering additional work, complexity, or unknowns during the Sprint is expected, especially in complex product development. The Sprint Backlog is a forecast, not a fixed contract.

Second, I would help the team assess the impact of what they have discovered. If the newly discovered work is minor and the Sprint Goal is still within reach, the team can continue as planned while adapting the Sprint Backlog as needed. This reflects normal inspection and adaptation during the Sprint.

Third, if the impact is significant and threatens the Sprint Goal, the Development Team should have a focused discussion about if and

how the Sprint Goal can still be met. This may involve changing the approach, reducing scope while preserving the Sprint Goal, or identifying alternative ways to deliver the intended value.

In such cases, the Product Owner should be involved in the conversation. Including the Product Owner increases transparency and enables faster value-based decision-making, such as re-negotiating scope or adjusting priorities while keeping the Sprint Goal intact. This collaboration ensures that adaptations are aligned with product value.

### NEW QUESTION # 18

When many Development Teams are working on a single product, what best describes the definition of "done?"

#### Answer:

Explanation:

When many Development Teams are working on a single product, there must be one shared Definition of Done (DoD) that applies to all teams and to the entire product Increment.

Single, Shared Definition of Done

Scrum requires that each Increment be usable and potentially releasable. When multiple teams contribute to one product, this means:

- \* There is one product, not multiple team products,
- \* There must therefore be one Definition of Done that ensures consistency, quality, and transparency across all teams.

Having different Definitions of Done per team would result in:

- \* Inconsistent quality,
- \* Integration problems,
- \* Loss of transparency,
- \* Increments that are "Done" in isolation but not at the product level.

Integrated Increment-Level Definition of Done

The shared Definition of Done must include integration criteria, ensuring that:

- \* Work from all teams is integrated,
- \* The combined Increment meets quality and compliance standards,
- \* The product can be inspected and potentially released.

In scaled Scrum (e.g., Nexus), unintegrated work is explicitly not considered Done, regardless of whether individual teams believe their work is complete.

Ownership and Evolution

While Developers collectively create and adhere to the Definition of Done, it applies at the product level, not the team level. As the product and organization mature, the Definition of Done may be expanded, but it must always remain shared and transparent.

### NEW QUESTION # 19

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 # 20

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 # 21

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