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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 forScrum Teams, especially inscaled environments.
1. Risk of Component-Centric Team Structures
When system decomposition drives team structure, organizations often createcomponent 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 deliverend-to-end, integrated Incrementseach Sprint, weakening empiricism and delaying feedback.
2. Impact on Value Delivery and Inspection
Scrum relies on frequent inspection ofworking 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 intovertical, 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 happensearly 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
The definition of "Done" describes the work that must be completed for every Product Backlog item before it can be deemed releasable. What should the Development Team do when, during the Sprint, it finds out that a problem outside of their control blocks them from doing all this work?

Answer:

Explanation:
When the Development Team discovers during a Sprint that a problemoutside of their controlprevents them from completing all work required by theDefinition of Done, this situation must be addressed through transparency, inspection, and adaptation, rather than by lowering standards.
1. Make the Impediment Transparent Immediately
The Development Team shouldmake the issue visible as soon as it is discovered. This includes:
* Raising it in theDaily Scrum,
* Clearly stating how it impacts the Sprint Goal and the Definition of Done.
Transparency is critical so that inspection and adaptation are based on reality, not assumptions.
2. Do Not Compromise the Definition of Done
The Definition of Done mustnot be relaxed or bypassedto "get something done." Lowering quality destroys transparency and creates false progress. If the Definition of Done cannot be met, the work isnot Doneand should not be considered releasable.
3. Collaborate to Adapt the Sprint Backlog
The Development Team should collaborate with theProduct Ownerto inspect the impact and adapt the Sprint Backlog. This may include:
* Removing or adjusting affected Product Backlog Items,
* Focusing on work that can still meet the Definition of Done,
* Preserving theSprint Goal, if possible.
4. Escalate the Impediment Through the Scrum Master
Because the problem is outside the team's control, it qualifies as animpediment. The Scrum Master must help remove or mitigate it by working with the organization or external parties. If the impediment cannot be resolved quickly, its impact should be addressed in planning and stakeholder communication.

NEW QUESTION # 18
How does the Cone of Uncertainty influence the work being done by a development team during a product's development lifetime?

Answer:

Explanation:
TheCone of Uncertaintydescribes how the level of uncertainty in a product's requirements, technology, and value is highest at the beginning of a product's lifetime and gradually decreases as knowledge is gained. This concept strongly influences the type of work a development team performs throughout the product's development lifecycle and aligns well with Scrum's empirical approach.
Early Stage: High Uncertainty and Discovery Work
At the start of a product's development lifetime, manyunknownsexist. These may relate to customer needs, technical feasibility, usability, or business value. According to Scrum's empirical nature, teams should not assume certainty where it does not exist. Therefore, early development work focuses primarily ondiscovery.
During this stage, the Development Team works to reduce uncertainty by:
* Conducting research and experiments,
* Building prototypes or spikes,
* Testing assumptions with users,
* Validating technical and business hypotheses.
This type of work helps the team learn quickly and avoid premature commitment to detailed solutions. The goal is not maximizing feature output, butmaximizing learningand reducing risk.
Middle Stage: Reduced Uncertainty and Feature Development
As important unknowns are discovered and addressed, the Cone of Uncertainty narrows. The team gains confidence in what to build and how to build it. At this point, work increasingly shifts toward delivering functional stories and featuresthat provide direct value to users.
Development during this phase focuses on:
* Building usable, integrated product increments,
* Expanding functionality based on validated learning,
* Refining features through feedback and inspection.
Scrum supports this transition by enabling frequent inspection and adaptation through Sprints, ensuring that learning continues while value delivery accelerates.
Late Stage: Low Uncertainty and Operational Work
Toward the end of a product's development lifetime, most significant uncertainties have been resolved.
According toEvidence-Based Management (EBM),Unrealized Value becomes low, whileCurrent Value is high. At this stage, the volume of new feature development typically decreases.
The team's work becomes moreoperationalin nature, such as:
* Maintenance and optimization,
* Improving performance or stability,
* Addressing technical debt,
* Supporting existing users.
Investment decisions increasingly focus on sustaining value rather than discovering new opportunities.

NEW QUESTION # 19
The process of regular inspection and adaptation employs knowledgeable and skilled inspectors. What are two ways in which the Product Owner takes the lead in the inspection process?

Answer:

Explanation:
TheProduct Ownertakes the lead in inspection by focusing onproduct value and direction, ensuring that learning from evidence directly informs future decisions.
1. Inspecting and Ordering the Product Backlog Based on Evidence
The Product Owner continuouslyinspects the Product Backlogusing information gained from:
* Delivered Increments,
* Stakeholder feedback,
* Market changes and risks.
By ordering and refining the Product Backlog, the Product Owner leads inspection of whether the backlog still reflects themost valuable and relevant work, ensuring that adaptation is based on evidence rather than assumptions.
2. Leading Product Inspection During the Sprint Review
The Product Owner leads inspection during theSprint Reviewby framing the conversation around:
* The Product Goal,
* What value the Increment delivers,
* What has been learned.
By engaging stakeholders in inspecting the Increment and guiding discussions about what to do next, the Product Owner ensures that

feedback is transformed intoProduct Backlog adaptation.

NEW QUESTION # 20
What artifacts are part of Scrum, and during which Scrum Events are they likely to be the subject of inspection?

Answer:

Explanation:
Scrum defines three coreartifactsthat provide transparency into the work being done and the value being delivered: theProduct Backlog, theSprint Backlog, and theProduct Increment. Each artifact is inspected at specific Scrum Events to support empiricism throughtransparency, inspection, and adaptation.
Product Backlog
TheProduct Backlogis an ordered list of everything that is known to be needed in the product and is the single source of work for the Scrum Team.
* It isinspected during Sprint Planning, where the Scrum Team selects Product Backlog Items to work on and aligns them with the Sprint Goal.
* It is alsoinspected during the Sprint Review, where stakeholders and the Scrum Team review progress and adapt the Product Backlog based on feedback and new insights.
* In addition, the Product Backlog is continuously inspected and adapted duringBacklog Management (often called refinement). While this activity is essential, it isnot a Scrum event in the strict sense.
Sprint Backlog
TheSprint Backlogconsists of the Sprint Goal, the selected Product Backlog Items for the Sprint, and a plan for delivering them.
* It iscreated and inspected during Sprint Planning, where the Developers forecast the work needed to achieve the Sprint Goal.
* It isinspected daily during the Daily Scrum, as Developers assess progress toward the Sprint Goal and adapt their plan accordingly.
* It may also beinspected during the Sprint Reviewto provide transparency into what was planned versus what was accomplished.
Product Increment
TheProduct Incrementis the sum of all completed Product Backlog Items during the Sprint and previous Sprints that meet the Definition of Done.
* It isinspected during Sprint Planning, to understand the current state of the product and determine what can be built next.
* It isinspected during the Sprint Review, where stakeholders evaluate the Increment and provide feedback.
* The Increment may also be inspected at any time to support transparency and decision-making.
Continuous Inspection Beyond Events
While Scrum defines specific events where artifacts are commonly inspected, the Scrum Guide emphasizes thatartifacts may be inspected at any time, as long as the inspection does not hinder progress. Scrum encouragesfrequent inspectionto enable timely adaptation and reduce risk.

NEW QUESTION # 21

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