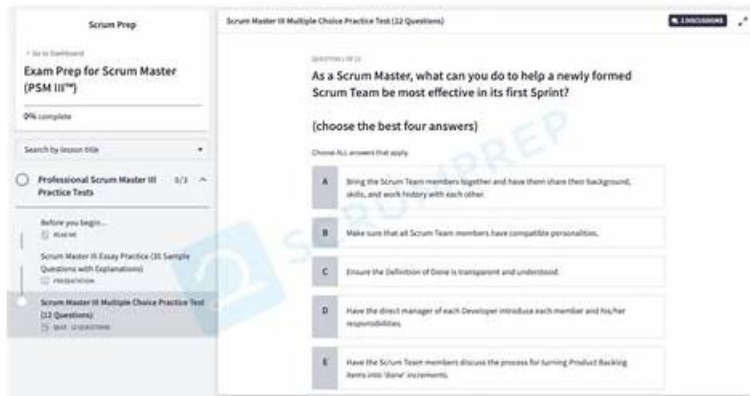


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## New Scrum PSM-III Test Registration, PSM-III Reliable Test Guide

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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q25-Q30):

### NEW QUESTION # 25

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 # 26

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 # 27

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 # 28

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 # 29

A fellow Scrum Master asks for your input. His team members see no value in defining a Sprint goal and he has trouble explaining its use to them. What would you tell this Scrum Master?

#### Answer:

Explanation:

If team members see no value in defining a Sprint Goal, this indicates a fundamental misunderstanding of Scrum. As a Scrum Master, I would explain to my fellow Scrum Master that the Sprint Goal is a core element of Scrum and is essential for alignment, commitment, and empiricism.

First, the Sprint Goal explains why the Scrum Team is doing the work in the Sprint. According to the Scrum Guide, the Sprint Goal is the single objective for the Sprint and provides coherence to the Sprint Backlog. Without a clear "why," Sprint work becomes a collection of unrelated tasks rather than a purposeful effort to deliver value. The Sprint Goal helps the team understand the intent behind the selected Product Backlog Items and aligns daily decisions with that intent.

Second, the Sprint Goal represents a commitment by the Scrum Team. The team commits to doing everything in its power to achieve the Sprint Goal, even though the specific scope may evolve. This commitment fosters focus and shared accountability. Instead of optimizing for individual tasks, the team optimizes for achieving the Sprint Goal as a whole.

Third, the Sprint Goal actually creates flexibility rather than restricting it. When new discoveries, risks, or opportunities emerge during the Sprint, the team can adapt the Sprint Backlog as long as those changes do not endanger the Sprint Goal. This allows the team to respond to change while maintaining stability of purpose.

Without a Sprint Goal, change becomes arbitrary and increases the risk of losing focus.

Fourth, the Sprint Goal enables effective inspection and adaptation. During the Daily Scrum, the team inspects progress toward the Sprint Goal and adapts their plan accordingly. Similarly, at the Sprint Review, stakeholders can inspect whether the Sprint Goal was met. Without a Sprint Goal, there is no meaningful benchmark for inspection.

Finally, it is important to be clear that without a Sprint Goal, Scrum is not being practiced as intended.

The Sprint Goal is a required element of Scrum, and removing it undermines transparency and weakens the empirical foundation of the framework.

### NEW QUESTION # 30

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