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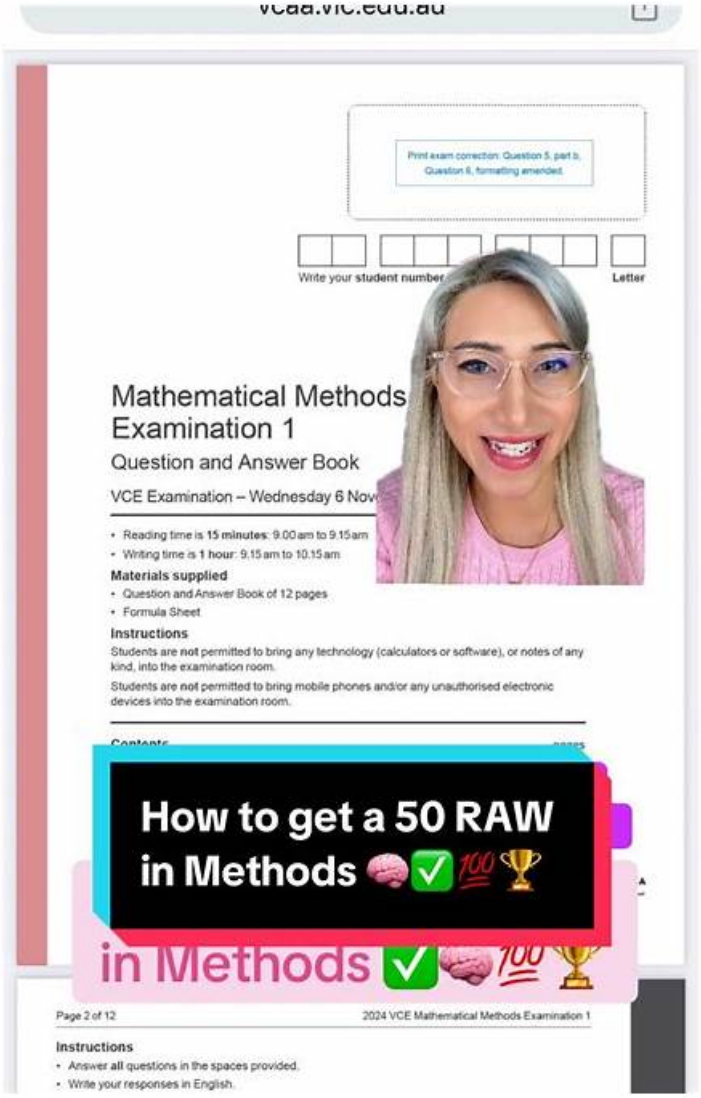

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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q24-Q29):

NEW QUESTION # 24
The Product Owner remains distant. He/she has handed over the required Product Backlog for the Sprint but is not collaborating with the Development Team during the Sprint. What are valuable actions for a Scrum Master?

Answer:

Explanation:
A distant Product Owner represents arisk to value delivery, transparency, and empiricism. While the Product Owner has provided a Product Backlog for the Sprint, lack of collaboration during the Sprint undermines learning and informed decision-making. As a Scrum Master, the focus should be oncoaching, enabling collaboration, and addressing systemic impediments, not substituting for the Product Owner.
1. Make the Impact Transparent
The Scrum Master should help make the impact of the Product Owner's absencevisible:
* Reduced ability to clarify Product Backlog Items,
* Slower decision-making when discoveries occur,
* Increased risk to the Sprint Goal and product value.
This transparency should be established through respectful conversations with the Product Owner and, if needed, through Scrum events such as the Sprint Retrospective.
2. Coach the Product Owner on Accountability
The Scrum Guide states that the Product Owner is accountable formaximizing valueandProduct Backlog management, which requires ongoing collaboration with Developers. The Scrum Master should coach the Product Owner to understand that handing over a backlog at Sprint Planning isnot sufficientand that availability during the Sprint is essential for empiricism.
3. Enable Better Collaboration Without Replacing the Product Owner
The Scrum Master should help create opportunities for collaboration, such as:
* Encouraging regular clarification moments during the Sprint,
* Improving Product Backlog refinement so fewer questions remain unanswered,
* Helping Developers prepare focused questions to use limited Product Owner availability effectively.
However, the Scrum Master mustnot take over Product Owner responsibilities, as this would blur accountabilities.
4. Address Organizational Causes
If the Product Owner's distance is due to workload, role confusion, or organizational pressure, this becomes an organizational impediment. The Scrum Master should raise this issue with leadership and help the organization understand the risk of an unavailable Product Owner to product outcomes.

NEW QUESTION # 25
Every Sprint has a Sprint Review. What is the purpose and result of this event?

Answer:

Explanation:
TheSprint Reviewis a formal Scrum Event held at the end of each Sprint toinspect the outcome of the Sprint andadapt the Product Backlogif needed. Its primary purpose is to enable empirical decision-making by involving both theScrum Team and stakeholdersin inspecting the product and determining what to do next.
Purpose of the Sprint Review
The main purpose of the Sprint Review is toinspect the "Done" Product Incrementin the context of overall product progress. During this event:
* The Scrum Team presents the Increment that meets the Definition of Done.
* The Developers explain what was delivered, what was not delivered, and the challenges encountered.
* Stakeholders activelyinspect the product, often by using it, rather than reviewing documents or reports.
This inspection provides real, hands-on feedback and creates a shared understanding of the current state of the product and its direction.
Result of the Sprint Review
The Sprint Review results inheightened transparencyfor all participants. By jointly inspecting the Increment, new insights emerge

about customer needs, market conditions, risks, and opportunities. These insights inform conversations aboutwhat is needed next. Based on this shared understanding:
* TheProduct Owner collaborates with stakeholders and the Scrum Teamto adapt and update the Product Backlog.
* Completed work is accepted or further work is identified.
* New Product Backlog Items may be added, reordered, or refined to reflect the latest understanding of the product.
The Sprint Review does not aim to approve or reject work formally, but to enable learning and adaptation.

NEW QUESTION # 26
You are a Scrum Master working with a Scrum Team. The Development Team constantly complain that requirements are not clear enough. The Product Owner claims she is too busy to provide extra clarity. What should you do?

Answer:

Explanation:
This situation represents a breakdown inProduct Backlog transparency and collaboration, which directly threatens empiricism and value delivery. As a Scrum Master, my responsibility is not to solve the problem myself, but toenable the Scrum Team and the organization to resolve it.
1. Reframe the Problem: Requirements vs. Product Backlog
First, I would help both parties reframe the issue. In Scrum, we do not work with "requirements" in a traditional, fixed sense. Instead, we work with aProduct Backlog that is emergent, ordered, and continuously refined. Lack of clarity in Product Backlog Items means that the backlog is not in a usable state, which is an impediment to the Developers.
2. Make the Impact Transparent
Next, I would facilitate a conversation to make the impact of unclear backlog itemstransparent:
* Developers cannot reliably forecast work,
* Sprint Goals are put at risk,
* Rework and waste increase,
* Delivery of value slows down.
This conversation should involve the Product Owner and be grounded inevidence, not blame. The goal is shared understanding of the consequences, not assigning fault.
3. Reinforce Product Owner Accountability
The Scrum Guide is clear that theProduct Owner is accountable for maximizing value and for Product Backlog management, which includes ensuring that Product Backlog Items are clear, understood, and ordered. Being "too busy" does not remove this accountability. As a Scrum Master, I wouldcoach the Product Ownerto recognize that insufficient availability is itself an organizational impediment.
4. Enable Collaboration, Not Handoffs
At the same time, I would coach the Developers that clarity is oftenco-created, not simply provided. Scrum encourages close collaboration between Developers and the Product Owner. Techniques such as:
* Regular Product Backlog refinement,
* Joint discussions during Sprint Planning,
* Asking focused questions around the Sprint Goal,can significantly improve shared understanding without relying on detailed upfront specifications.
5. Address Organizational Constraints
If the Product Owner's lack of availability is due to organizational overload or competing responsibilities, this becomes asystemic impediment. In that case, the Scrum Master must raise this issue to the organization and help leadership understand that a Product Owner who is not sufficiently available puts product outcomes at risk.

NEW QUESTION # 27
What is Scrum's relation to Empiricism / Empirical Process Control?

Answer:

Explanation:
Scrum is fundamentally based onEmpiricism, also referred to asEmpirical 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 onexperience, 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 theProduct 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 regularinspectionof both the product and the process. Each Scrum Event serves as an inspection point:
* TheDaily Scruminspects progress toward the Sprint Goal,
* TheSprint Reviewinspects the Increment and adapts the Product Backlog,
* TheSprint Retrospectiveinspects 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 toadaptation. 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 aclosed 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 # 28
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 # 29
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