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## Scrum

### PSM-III

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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q21-Q26):

### NEW QUESTION # 21

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 in Product 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 to enable 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 a Product 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 items transparent:

- \* 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 in evidence, not blame. The goal is shared understanding of the consequences, not assigning fault.

#### 3. Reinforce Product Owner Accountability

The Scrum Guide is clear that the Product 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 would coach the Product Owner to 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 often co-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 a systemic 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 # 22

One of the Scrum events is the Sprint Review. How does the Sprint Review enable empiricism? What would the impact be if some members of the development team were not present?

#### Answer:

##### Explanation:

The Sprint Review is a key Scrum Event that directly enables empiricism, which is the foundation of Scrum.

Empiricism is based on making decisions using what is known, observed, and learned, supported by the pillars of transparency, inspection, and adaptation. The Sprint Review operationalizes these pillars at the product level.

How the Sprint Review Enables Empiricism

First, the Sprint Review creates transparency by making the current state of the product visible. During the event, the Scrum Team presents a "Done" Product Increment that meets the Definition of Done. Stakeholders can see and often use the actual product rather than relying on reports or assumptions. This shared visibility ensures that discussions are grounded in reality.

Second, the Sprint Review enables inspection. The Scrum Team and stakeholders jointly inspect the Increment and assess progress toward product goals. The Developers provide context about what was delivered, what was not, and what challenges were encountered. This inspection is focused on outcomes and value, not individual performance.

Third, the Sprint Review supports adaptation. Based on the inspection and feedback, new insights emerge about customer needs, market conditions, risks, and opportunities. The Product Owner uses this information to adapt the Product Backlog, reordering items, adding new work, or refining existing items. This completes the empirical feedback loop by ensuring future decisions are based on the latest evidence.

**Impact of Development Team Members Not Attending the Sprint Review**

If some Developers are not present at the Sprint Review, empiricism is weakened.

First, transparency decreases. Developers possess critical, first-hand knowledge about implementation details, technical trade-offs, constraints, and risks. Without their presence, stakeholders receive an incomplete picture of the Increment and its implications.

Second, inspection becomes less effective. Stakeholders may ask questions about behavior, limitations, or quality that only Developers can accurately answer. The absence of Developers limits meaningful dialogue and reduces the quality of inspection.

Third, adaptation suffers. Decisions about what to do next—such as changes to scope, priorities, or technical direction—depend on accurate understanding. Without Developers participating, adaptations to the Product Backlog may be based on assumptions rather than evidence, increasing the risk of poor decisions.

Finally, excluding Developers undermines Scrum Values, particularly Respect and Openness, by treating the Sprint Review as a reporting event rather than a collaborative working session. This can lead to disengagement and reduced shared ownership of product outcomes.

## NEW QUESTION # 23

You have been appointed the Scrum Master for a brand new product your organization is planning to develop.

A Product Owner has also been appointed. Initially, fifteen developers will work on the product. What approaches are common for forming teams for this product, and how do they likely benefit or hinder the Product Development effort?

**Answer:**

Explanation:

When starting development of a brand new product with fifteen developers, forming effective teams is a critical early decision that significantly influences the success of product development. From a Scrum Master's perspective, multiple approaches are commonly used in practice. Each approach offers distinct benefits and drawbacks when evaluated against Scrum principles such as self-organization, cross-functionality, and value delivery.

### 1. Facilitating Teams to Self-Organize

One common approach is to facilitate the developers in forming teams themselves. This approach aligns strongly with Scrum, as the Scrum Guide states that Scrum Teams are self-managing and decide internally how best to accomplish their work.

Benefits:

Allowing teams to self-organize promotes empowerment, ownership, and accountability. Developers can use their existing knowledge of each other's strengths, weaknesses, and working styles to form balanced teams. This often increases motivation and psychological safety, both of which support high performance.

Hindrances:

For a new product, this process can be messy and time-consuming, especially if developers lack experience in forming effective teams. Teams may optimize for comfort or familiarity rather than cross-functionality, potentially leading to skill gaps or imbalanced teams.

### 2. Forming Two or Three Cross-Functional Feature Teams

Another common approach is to deliberately form two or three cross-functional feature teams, each containing all the skills necessary to deliver working product increments.

Benefits:

This approach closely matches how Scrum describes teams. Cross-functional feature teams can independently deliver integrated, "Done" Increments of the product, improving flow, reducing dependencies, and supporting empiricism. All necessary skills are available within the team, enabling faster inspection and adaptation.

Hindrances:

In the context of a brand new product, teams may not yet know which skills are actually required, making it difficult to form truly balanced teams upfront. Additionally, specialists may feel isolated and lose regular interaction with peers who share the same expertise across teams.

### 3. Forming Teams Based on Specialization (Component Teams)

A third approach is to organize teams according to technical specialization, such as front-end and back-end teams. These are often referred to as component teams.

Benefits:

This structure allows specialists to work closely together, enabling fast knowledge sharing, technical consistency, and deep expertise in specific components of the system. It can feel efficient, especially in the early stages of development.

Hindrances:

From a Scrum perspective, this approach significantly hinders value delivery. Component teams struggle to deliver complete, integrated features independently and introduce dependencies and handoffs. This makes it harder to produce a usable Increment each Sprint and is not how Scrum describes teams, even though it remains a commonly used strategy in many organizations.

Scrum Master Perspective and Conclusion

As a Scrum Master, my role is not to mandate a single team structure, but to coach and facilitate the organization toward structures that best enable Scrum. While all three approaches are seen in practice, Scrum clearly favors self-organizing, cross-functional feature teams because they maximize learning, transparency, and the ability to deliver value each Sprint.

#### NEW QUESTION # 24

Someone from the HR department approaches you. They regret to inform you that the Product Owner for your team is absent starting today and will be unavailable for the rest of this sprint. The Product Owner might be back at work somewhere during the next sprint, but it's all unknown at this point. What should the Scrum team do?

**Answer:**

Explanation:

When the Product Owner becomes unexpectedly unavailable, the Scrum Team must respond in a way that preserves continuity, transparency, and value delivery, while respecting Scrum accountabilities.

Short-Term Response

In the short term, covering the current Sprint and possibly the next Sprint, the Scrum Team should be able to continue working.

Scrum is designed to be resilient to short-term disruptions. The team can proceed by relying on:

- \* The Product Vision previously communicated by the Product Owner,

- \* The current state and ordering of the Product Backlog, which should already reflect the Product Owner's value decisions.

During this period, the Developers continue to work toward the Sprint Goal, and the Scrum Master ensures that Scrum events take place and remain productive. No one should assume the Product Owner role informally, as this would undermine accountability.

Longer-Term Impact

If the Product Owner's absence extends beyond a short period, it becomes an impediment to the Scrum Team.

The Product Owner is accountable for maximizing product value and managing the Product Backlog.

Prolonged absence prevents effective backlog ordering, stakeholder collaboration, and value-based decision-making.

In this case, the Scrum Master must make the impediment visible to the organization. This includes explaining the impact on value delivery and helping leadership understand the need for a clear Product Owner accountability. The organization should then appoint a new Product Owner to ensure continuity of decision-making and accountability.

#### NEW QUESTION # 25

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 # 26

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