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

### NEW QUESTION # 25

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 # 26

What is Scrum's relation to Empiricism / Empirical Process Control?

#### Answer:

##### Explanation:

Scrum is fundamentally based on Empiricism, also referred to as Empirical 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 on experience, 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 the Product 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 regular inspection of both the product and the process. Each Scrum Event serves as an inspection point:

- \* The Daily Scrum inspects progress toward the Sprint Goal,
- \* The Sprint Review inspects the Increment and adapts the Product Backlog,
- \* The Sprint Retrospective inspects 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 to adaptation. 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 a closed 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 # 27

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 # 28

What variables should a Product Owner consider when ordering the Product Backlog?

#### Answer:

##### Explanation:

Ordering the Product Backlog is a key accountability of the Product Owner and is essential for maximizing value through empiricism.

The ordering reflects continuous inspection of multiple variables, not a single prioritization rule.

##### 1. Value and Outcomes

The primary variable is value. The Product Owner considers:

- \* Customer and user value,
- \* Business impact and outcomes,
- \* Alignment with the Product Goal.

Items that deliver higher or more urgent value are generally ordered higher.

##### 2. Risk and Uncertainty

Items that reduce risk or uncertainty are often ordered earlier. This includes:

- \* Technical risk,
- \* Market or usability risk,
- \* Integration or dependency risk.

Early learning enables better decisions and reduces long-term cost.

##### 3. Dependencies

The Product Owner considers dependencies between backlog items and teams. Items that unblock other work or reduce dependencies may be ordered higher to improve flow and reduce coordination overhead.

##### 4. Effort, Complexity, and Feasibility

While Developers estimate effort, the Product Owner uses this information to balance value against cost, complexity, and feasibility. High-value items that are feasible within near-term constraints are often prioritized.

#### 5. Feedback and Learning

Ordering reflects feedback from Sprint Reviews, user testing, and market response. Items may move up or down based on what has been learned from previous Increments.

#### 6. Time Sensitivity and Opportunity Cost

Some items are time-critical due to:

- \* Regulatory deadlines,
- \* Market windows,
- \* Competitive pressure.

Delaying such items may reduce or eliminate their value.

### NEW QUESTION # 29

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:

The Product Owner takes the lead in inspection by focusing on product 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 continuously inspects the Product Backlog using 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 the most 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 the Sprint Review by 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 into Product Backlog adaptation.

### NEW QUESTION # 30

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