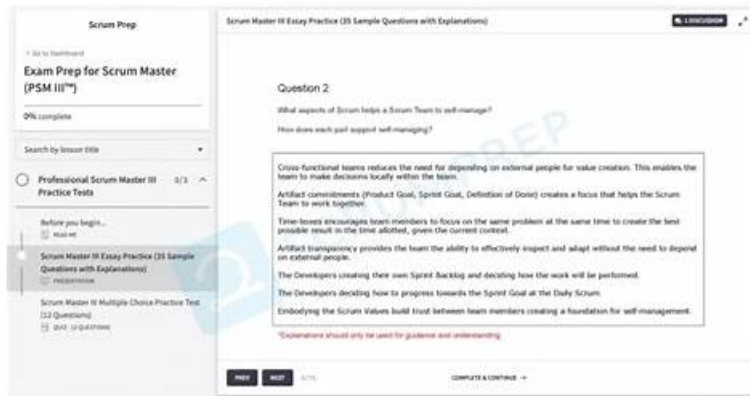


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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q14-Q19):

NEW QUESTION # 14

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 # 15

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 problem outside of their control prevents them from completing all work required by the Definition 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 should make the issue visible as soon as it is discovered. This includes:

- * Raising it in the Daily 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 must not be relaxed or bypassed to "get something done." Lowering quality destroys transparency and creates false progress. If the Definition of Done cannot be met, the work is not Done and should not be considered releasable.

3. Collaborate to Adapt the Sprint Backlog

The Development Team should collaborate with the Product Owner to 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 the Sprint Goal, if possible.

4. Escalate the Impediment Through the Scrum Master

Because the problem is outside the team's control, it qualifies as an impediment. 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 # 16

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities.

Which two activities are part of the Product Owner role according to Scrum?

Answer:

Explanation:

According to Scrum, the Product Owner is accountable for maximizing the value of the product and for effective Product Backlog management. Two key activities that are explicitly part of this role are:

1. Ordering the Product Backlog to Maximize Value

The Product Owner is responsible for ordering the Product Backlog so that the most valuable work is done first. This ordering reflects:

- * Business and customer value,
- * Risk and uncertainty,
- * Strategic goals and learning from previous Sprints.

Through this activity, the Product Owner ensures that the Scrum Team is always working on what matters most.

2. Ensuring Product Backlog Items Are Transparent, Clear, and Understood The Product Owner ensures that Product Backlog Items are:

- * Clearly expressed,
- * Transparent to the Scrum Team and stakeholders,
- * Understood well enough for Developers to select them during Sprint Planning.

This does not mean writing detailed requirements alone, but collaborating so that shared understanding exists.

NEW QUESTION # 17

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 # 18

You are a Scrum Master working with a Scrum Team. The Development Team constantly complains 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 # 19

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