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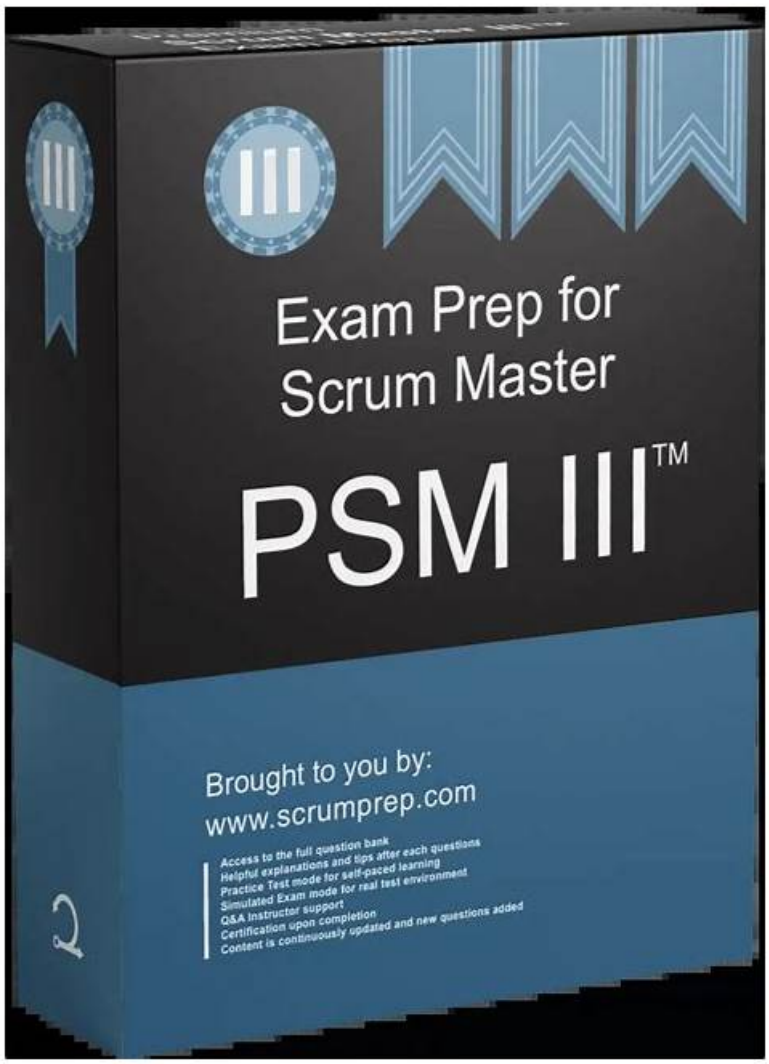

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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q18-Q23):

NEW QUESTION # 18
Decisions to optimise value and control risk are made based on the perceived state of the artefacts. What events and practises can improve transparency over the artefacts? Explain why.

Answer:

Explanation:
In Scrum, decisions to optimize value and control risk depend on theperceived state of the artifacts. If artifacts are not transparent, inspection and adaptation become ineffective, leading to poor decisions. Scrum therefore defines specificevents and practicesto improve transparency and support empirical decision- making.
Scrum Events That Improve Artifact Transparency
Sprint Planningimproves transparency by aligning the Scrum Team on the current state of theProduct Backlogand theProduct Increment. The Product Owner explains backlog ordering and objectives, while Developers assess what is feasible based on the current Increment and Definition of Done. This shared understanding reduces risk by creating a realistic Sprint Goal.
Daily Scrumimproves transparency of theSprint Backlog. Developers inspect progress toward the Sprint Goal and make visible emerging risks, dependencies, and impediments. Daily inspection ensures that deviations are discovered early, enabling fast adaptation and reducing delivery risk.
Sprint Reviewimproves transparency of theProduct IncrementandProduct Backlog. Stakeholders directly inspect the Increment and provide feedback. This exposes assumptions, validates value, and informs Product Backlog adaptation, helping optimize future value and reduce market risk.
Sprint Retrospectiveimproves transparency ofprocess-related aspectsthat influence the artifacts. By inspecting ways of working, tools, skills, and the Definition of Done, the team identifies improvements that increase artifact quality and reliability over time.
Practices That Improve Transparency
Aclear and shared Definition of Doneensures transparency of the Product Increment. It creates a common understanding of what "complete" means and prevents hidden work or misleading progress.
Product Backlog refinementimproves transparency by clarifying Product Backlog Items, making assumptions explicit, and reducing uncertainty. Although not a formal Scrum event, refinement supports better inspection and forecasting.
Frequent integration and testingimprove transparency by making the real state of the Increment visible early and often. This reduces the risk of late surprises and unintegrated work.
Visible metrics and information radiators(such as Sprint Goals, Sprint Backlogs, and progress toward objectives) help stakeholders and teams understand the state of work without relying on reports or interpretations.

NEW QUESTION # 19
Someone from the HR department approaches you. They regret to inform you that the Product Owner for your team isabsent starting today and will be unavailable for the rest of this sprint. The Product Owner might be back at work somewhereduring 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 preservescontinuity, transparency, and value delivery, while respecting Scrum accountabilities.
Short-Term Response
In theshort term, covering the current Sprint and possibly the next Sprint, the Scrum Team should be able to continueworking. Scrum is designed to be resilient to short-term disruptions. The team can proceed by relying on:
* TheProduct Visionpreviously communicated by the Product Owner,
* Thecurrent 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 animpedimentto 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, theScrum 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 thenappoint a new Product Ownerto ensure continuity of decision- making and accountability.

NEW QUESTION # 20
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 # 21
What is meant by a team or organization practicing 'zombie' or 'mechanical' Scrum?

Answer:

Explanation:
Practicing'zombie' or 'mechanical' Scrumrefers to an approach where teams and organizations follow the rules and events of Scrum in a superficial manner, merely going through the motions, without embracing the underlying purpose, values, and principles of the framework.
In mechanical Scrum, teams conduct the required events, maintain the prescribed artifacts, and use Scrum terminology, but do sowithout focusing on value, learning, or outcomes. Scrum events become routine meetings rather than opportunities for inspection and adaptation. The Sprint Goal may exist on paper, but it does not meaningfully guide decisions. As a result, Scrum is reduced to a checklist of practices rather than a framework for solving complex problems.
This approach contrasts sharply with practicing"Real" Scrum, which isvalue-driven and goal-oriented.
Real Scrum emphasizes delivering meaningful outcomes for customers and stakeholders, rather than simply completing tasks. Teams focus on achieving the Sprint Goal, maximizing product value, and understanding the impact of their work.

Furthermore, mechanical Scrum often ignores theScrum Values. WithoutCourage, teams avoid difficult conversations; withoutOpenness, problems are hidden; withoutRespect, collaboration suffers; without Commitment and Focus, teams optimize for activity rather than outcomes. This leads to stagnation and missed opportunities for improvement.
In contrast, Real Scrum recognizes that Scrum is aframework, not a rigid methodology. It intentionally leaves room for teams and organizations to discover and adopt additional practices that support empiricism, continuous improvement, and stakeholder satisfaction. These practices are chosen to reinforce Scrum's core values, not to replace them.

NEW QUESTION # 22
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:
Technical systems are often decomposed into smaller elements such as activities, workflows, functions, features, or components to manage complexity. While decomposition is necessary for understanding and building large systems, it has significant implications forScrum Teams, especially inscaled environments.
1. Risk of Component-Centric Team Structures
When system decomposition drives team structure, organizations often createcomponent or specialist teams aligned to technical layers or functions. In scaled Scrum, this increases:
* Dependencies between teams,
* Coordination overhead,
* Integration risk.
Such structures make it difficult for teams to deliverend-to-end, integrated Incrementseach Sprint, weakening empiricism and delaying feedback.
2. Impact on Value Delivery and Inspection
Scrum relies on frequent inspection ofworking product Increments. If work is decomposed into narrowly defined technical components, individual teams may only deliver partial outputs rather than usable value. This reduces transparency and makes meaningful inspection at the product level harder, especially when multiple teams are involved.
3. Preference for Feature-Oriented Decomposition
Scrum favors decomposing work intovertical, value-oriented slices(features or capabilities) rather than horizontal technical layers. This allows each Scrum Team to be:
* Cross-functional,
* Capable of delivering usable Increments independently,
* Less dependent on other teams.
In scaled projects, feature-oriented decomposition reduces dependencies and improves flow.
4. Effects on Integration and Empiricism
Poor decomposition increases the cost of integration and often leads to late or infrequent integration. Scrum requires that integration happensearly and often, as unintegrated work is not "Done." In scaled Scrum, decomposition choices directly influence whether integration is continuous or deferred, with major implications for risk control.
5. Organizational and Learning Implications
System decomposition also affects learning and adaptability. When teams own complete features rather than isolated components, they gain a better understanding of:
* Customer needs,
* System behavior,
* Trade-offs across the product.
This broader understanding improves decision-making and supports continuous improvement across the system.

NEW QUESTION # 23
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