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

NEW QUESTION # 25

What is meant by a team or organization practicing 'zombie' or 'mechanical' Scrum?

Answer:

Explanation:

Practicing 'zombie' or 'mechanical' Scrum refers 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 so without 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 is value-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 the Scrum Values. Without Courage, teams avoid difficult conversations; without Openness, problems are hidden; without Respect, 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 a framework, 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 # 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 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 # 27

The Product Owner asks the Development Team to pick up a very urgent item late in Sprint that was not forecasted, nor is it related to the Sprint Goal. The Development Team believes it can pick this up, as it is close to meeting the Sprint Goal. But, this would involve not meeting their process improvement goal agreed upon during the last Sprint Retrospective. The Product Owner argues that, as it's the highest priority to satisfy the customer, the needs of the customer have a higher priority than the process improvement goal for the team.

What is your view on this as a Scrum Master?

Answer:

Explanation:

From a Scrum Master's perspective, this situation must be approached by balancing respect for Scrum accountabilities, protection of empiricism, and long-term value delivery, rather than reacting solely to short-term urgency.

First, it is important to reaffirm that the Development Team owns the Sprint Backlog. According to the Scrum Guide, once the Sprint has started, changes to the Sprint Backlog are negotiated only between the Product Owner and the Development Team, and the Development Team has the final say on whether additional work can be taken on. Therefore, the Product Owner cannot unilaterally force the urgent item into the Sprint, even if it represents the highest customer priority. If the Development Team believes it can incorporate the item without jeopardizing the Sprint Goal, it may choose to do so—but this remains their decision.

Second, the Scrum Master should help the Product Owner understand that not all priorities are equal within a Sprint. The Sprint Goal

provides focus and stability, and work that is not related to the Sprint Goal introduces risk. While satisfying the customer is important, Scrum explicitly values sustainable improvement and learning. The process improvement goal agreed upon during the Sprint Retrospective represents a deliberate investment in the team's effectiveness. Sacrificing this improvement for short-term delivery may create a local optimization that harms long-term customer value.

Third, the Scrum Master should coach both the Product Owner and the Development Team on the systemic impact of slowing process improvements. Continuous improvement is a core expectation of Scrum, and the Scrum Guide states that the Scrum Team should plan ways to increase quality and effectiveness. When improvement goals are repeatedly deprioritized, delivery predictability, quality, and morale eventually decline—directly affecting customers. Therefore, the Product Owner's argument that customer needs always outweigh improvement work reflects a short-term mindset that the Scrum Master should challenge through education and coaching.

Fourth, this situation should be inspected during the Sprint Retrospective. The team should reflect on why urgent, unplanned work appears late in the Sprint, whether it represents a recurring pattern, and how this impacts Sprint Goals and improvement commitments. The Scrum Master should facilitate this discussion to ensure transparency and learning, rather than blame.

Finally, if this behavior becomes a pattern, the Scrum Master must take a more active stance. This includes teaching and reminding the Scrum Team that at least one improvement from the Sprint Retrospective should be planned into the upcoming Sprint. This protects the intent of the Retrospective and ensures that improvement is not treated as optional or expendable work.

NEW QUESTION # 28

A fellow Scrum Master asks for your input. His team members see no value in defining a Sprint goal and he has trouble explaining its use to them. What would you tell this Scrum Master?

Answer:

Explanation:

If team members see no value in defining a Sprint Goal, this indicates a fundamental misunderstanding of Scrum. As a Scrum Master, I would explain to my fellow Scrum Master that the Sprint Goal is a core element of Scrum and is essential for alignment, commitment, and empiricism.

First, the Sprint Goal explains why the Scrum Team is doing the work in the Sprint. According to the Scrum Guide, the Sprint Goal is the single objective for the Sprint and provides coherence to the Sprint Backlog. Without a clear "why," Sprint work becomes a collection of unrelated tasks rather than a purposeful effort to deliver value. The Sprint Goal helps the team understand the intent behind the selected Product Backlog Items and aligns daily decisions with that intent.

Second, the Sprint Goal represents a commitment by the Scrum Team. The team commits to doing everything in its power to achieve the Sprint Goal, even though the specific scope may evolve. This commitment fosters focus and shared accountability. Instead of optimizing for individual tasks, the team optimizes for achieving the Sprint Goal as a whole.

Third, the Sprint Goal actually creates flexibility rather than restricting it. When new discoveries, risks, or opportunities emerge during the Sprint, the team can adapt the Sprint Backlog as long as those changes do not endanger the Sprint Goal. This allows the team to respond to change while maintaining stability of purpose.

Without a Sprint Goal, change becomes arbitrary and increases the risk of losing focus.

Fourth, the Sprint Goal enables effective inspection and adaptation. During the Daily Scrum, the team inspects progress toward the Sprint Goal and adapts their plan accordingly. Similarly, at the Sprint Review, stakeholders can inspect whether the Sprint Goal was met. Without a Sprint Goal, there is no meaningful benchmark for inspection.

Finally, it is important to be clear that without a Sprint Goal, Scrum is not being practiced as intended.

The Sprint Goal is a required element of Scrum, and removing it undermines transparency and weakens the empirical foundation of the framework.

NEW QUESTION # 29

How does the Cone of Uncertainty influence the work being done by a development team during a product's development lifetime?

Answer:

Explanation:

The Cone of Uncertainty describes 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, many unknowns exist. 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 on discovery.

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, but maximizing learning and 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 features that 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 to Evidence-Based Management (EBM), Unrealized Value becomes low, while Current Value is high. At this stage, the volume of new feature development typically decreases.

The team's work becomes more operational in 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 # 30

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