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

NEW QUESTION # 18
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 item 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
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 # 20

"Technical debt is the sole concern of the development team". As a Scrum Master, do you agree with this statement? Why or why not?.

Answer:

Explanation:

As a Scrum Master, I do not agree with the statement that technical debt is the sole concern of the Development Team. While Developers are responsible for recognizing and understanding technical debt, its impact extends far beyond the team and affects agility, quality, and delivery at the product and organizational level.

First, technical debt directly influences a team's ability to remain agile. As technical debt accumulates, the cost and effort required to change the product increase. This slows down development, reduces predictability, and eventually makes it difficult-or even impossible-to deliver working software within reasonable timeframes. When agility is reduced, the entire organization suffers, not just the Development Team.

Second, technical debt has a significant impact on product quality and delivery. High levels of technical debt often lead to defects, instability, and integration problems. This undermines the Scrum principle of delivering a "Done" Increment each Sprint. When the product cannot be reliably delivered or inspected, customers and stakeholders are directly affected, making technical debt a shared concern.

Third, while Developers are best positioned to identify when technical debt occurs, addressing it requires collaboration across the Scrum Team. The Product Owner must understand that not all work in a Sprint will result in new functionality. Investing in reducing technical debt is an investment in future value, sustainability, and delivery capability. Stakeholders also need transparency about this trade-off.

Fourth, Scrum encourages making technical debt visible and addressing it continuously, rather than postponing it indefinitely. This may involve adding technical debt-related work to the Product Backlog and prioritizing it alongside functional work. Treating technical debt as "invisible" or purely technical undermines empiricism and long-term value creation.

NEW QUESTION # 21

Your team's Product Owner approaches you for a word in private. She expresses some concerns she has about the team's commitment and productivity. She has noticed that comparable teams within the development organization have a higher average velocity. How would you handle this situation?

Answer:

Explanation:

When a Product Owner raises concerns about the team's commitment and productivity based on comparisons of velocity with other teams, this signals a need for coaching on empiricism, transparency, and appropriate use of Scrum metrics. As a Scrum Master, my response would focus on reframing the discussion from output comparison to value delivery and continuous improvement.

First, I would explain that velocity is a team-specific, contextual measure. Velocity reflects how much work a specific team completes within a given context, using its own Definition of Done, skills, tooling, and domain complexity. The Scrum Guide does not define velocity as a performance or comparison metric.

Comparing velocity across teams is misleading and risks encouraging dysfunctional behavior, such as inflating estimates, cutting quality, or gaming the system. Therefore, a higher velocity does not automatically indicate higher productivity, commitment, or value delivery.

Second, I would explore the Product Owner's underlying concern rather than focusing on velocity itself.

Often, concerns about velocity are proxies for deeper issues such as:

* Missed Sprint Goals,
* Unmet stakeholder expectations,
* Slow value delivery,
* Quality problems or unpredictability.

As a Scrum Master, I would help the Product Owner articulate what outcome they are truly worried about, and then guide the discussion toward metrics and observations that better reflect those concerns, such as progress toward Product Goals, customer feedback, Increment quality, or predictability over time.

Third, I would reinforce the importance of empiricism and transparency. If there are genuine concerns about commitment or effectiveness, these should be inspected using transparent evidence within the team's own context. The Sprint Review and Sprint Retrospective provide structured opportunities to inspect outcomes and ways of working. Rather than privately judging the team based on external comparisons, these concerns should be addressed openly and constructively with the Scrum Team.

Fourth, I would coach the Product Owner on Scrum Values, particularly Respect and Openness. Assuming lower commitment based on velocity comparisons risks undermining trust and psychological safety. Scrum encourages respecting the team as capable

professionals and being open to learning what is actually limiting their effectiveness. Blame-oriented comparisons reduce the likelihood of honest inspection and improvement.

Finally, if improvement is needed, the Scrum Master should support the Scrum Team in identifying and addressing impediments. This may involve examining workload, technical debt, unclear backlog items, excessive dependencies, or organizational constraints. The focus should be on enabling the team to improve sustainably, not on pushing them to match another team's numbers.

NEW QUESTION # 22

What artifacts are part of Scrum, and during which Scrum Events are they likely to be the subject of inspection?

Answer:

Explanation:

Scrum defines three core artifacts that provide transparency into the work being done and the value being delivered: the Product Backlog, the Sprint Backlog, and the Product Increment. Each artifact is inspected at specific Scrum Events to support empiricism through transparency, inspection, and adaptation.

Product Backlog

The Product Backlog is an ordered list of everything that is known to be needed in the product and is the single source of work for the Scrum Team.

* It is inspected during Sprint Planning, where the Scrum Team selects Product Backlog Items to work on and aligns them with the Sprint Goal.

* It is also inspected during the Sprint Review, where stakeholders and the Scrum Team review progress and adapt the Product Backlog based on feedback and new insights.

* In addition, the Product Backlog is continuously inspected and adapted during Backlog Management (often called refinement). While this activity is essential, it is not a Scrum event in the strict sense.

Sprint Backlog

The Sprint Backlog consists of the Sprint Goal, the selected Product Backlog Items for the Sprint, and a plan for delivering them.

* It is created and inspected during Sprint Planning, where the Developers forecast the work needed to achieve the Sprint Goal.

* It is inspected daily during the Daily Scrum, as Developers assess progress toward the Sprint Goal and adapt their plan accordingly.

* It may also be inspected during the Sprint Review to provide transparency into what was planned versus what was accomplished.

Product Increment

The Product Increment is the sum of all completed Product Backlog Items during the Sprint and previous Sprints that meet the Definition of Done.

* It is inspected during Sprint Planning, to understand the current state of the product and determine what can be built next.

* It is inspected during the Sprint Review, where stakeholders evaluate the Increment and provide feedback.

* The Increment may also be inspected at any time to support transparency and decision-making.

Continuous Inspection Beyond Events

While Scrum defines specific events where artifacts are commonly inspected, the Scrum Guide emphasizes that artifacts may be inspected at any time, as long as the inspection does not hinder progress. Scrum encourages frequent inspection to enable timely adaptation and reduce risk.

NEW QUESTION # 23

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