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## Scrum

### PSM-III

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## **HOT Certification PSM-III Test Questions - Valid Scrum Professional Scrum Master level III (PSM III) - Authorized PSM-III Exam Dumps**

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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q28-Q33):

### NEW QUESTION # 28

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 # 29

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 # 30

Mid-sprint a development team forecasts it will not be able to deliver all the planned backlog items. They are worried and ask for your advice as Scrum Master. What will you tell them?

#### Answer:

Explanation:

When a Development Team realizes mid-Sprint that it may not be able to deliver all planned Sprint Backlog Items, this situation should be handled through empiricism, not concern or blame. As a Scrum Master, I would reassure the team and guide them back to Scrum principles.

First, I would remind the team that in Scrum they do not commit to delivering all Sprint Backlog Items.

Instead, the Scrum Team commits to doing their very best to achieve the Sprint Goal. Discovering additional work, complexity, or unknowns during the Sprint is expected, especially in complex product development. The Sprint Backlog is a forecast, not a fixed contract.

Second, I would help the team assess the impact of what they have discovered. If the newly discovered work is minor and the Sprint Goal is still within reach, the team can continue as planned while adapting the Sprint Backlog as needed. This reflects normal inspection and adaptation during the Sprint.

Third, if the impact is significant and threatens the Sprint Goal, the Development Team should have a focused discussion about if and how the Sprint Goal can still be met. This may involve changing the approach, reducing scope while preserving the Sprint Goal, or identifying alternative ways to deliver the intended value.

In such cases, the Product Owner should be involved in the conversation. Including the Product Owner increases transparency and enables faster value-based decision-making, such as re-negotiating scope or adjusting priorities while keeping the Sprint Goal intact. This collaboration ensures that adaptations are aligned with product value.

### NEW QUESTION # 31

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 # 32

How the organization discusses and plans the work of creating software will be reflected in the implementation of that software. 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:

How an organization discusses, plans, and decomposes work is inevitably reflected in the software it produces. When technical systems are decomposed into elements such as activities, workflows, functions, features, or components, these decomposition choices have a direct and systemic impact on Scrum Teams, especially in scaled Scrum environments.

#### 1. Decomposition Influences Team Structure (Conway's Law)

In scaled projects, system decomposition often drives how teams are formed. When work is decomposed along technical components or functions, organizations tend to create specialist or component teams (e.g., front-end teams, back-end teams). This results in:

- \* Increased dependencies between teams,
- \* More handoffs and coordination,
- \* Reduced autonomy of individual teams.

Scrum, however, expects teams to be cross-functional and capable of delivering usable Increments independently. Component-based decomposition therefore hinders effective Scrum adoption at scale.

#### 2. Effect on Value Delivery and Transparency

Scrum relies on frequent inspection of integrated, working product Increments. When decomposition focuses on small technical parts rather than end-to-end features or capabilities, teams may deliver partial outputs instead of usable value.

This negatively affects:

- \* Transparency, as progress is reported through intermediate artifacts rather than working software,
- \* Inspection, since stakeholders cannot meaningfully evaluate value,
- \* Adaptation, because feedback is delayed until integration occurs.

In scaled Scrum, this often results in "almost done" work that is not truly Done.

#### 3. Feature-Oriented Decomposition Supports Scrum

Scrum scales more effectively when system decomposition emphasizes vertical slices of value, such as features or capabilities, rather than horizontal technical layers. Feature-oriented decomposition enables:

- \* Cross-functional teams,
- \* Reduced dependencies,
- \* Faster feedback cycles,
- \* Independent delivery of value by each team.

This approach aligns with Scrum's expectation that every Sprint produces a usable Increment.

#### 4. Impact on Integration and Risk

Decomposition decisions strongly affect integration frequency. Poor decomposition increases integration complexity and encourages late integration, which raises risk and reduces learning.

In Scrum—especially at scale—integration must happen early and often. Unintegrated work is not considered Done, and delayed integration undermines empiricism by hiding real system behavior until late in development.

#### 5. Learning and System Optimization

When Scrum Teams work on complete features rather than isolated components, they gain broader insight into:

- \* Customer needs,
- \* System-wide trade-offs,
- \* End-to-end product behavior.

This shared understanding improves decision-making and supports continuous improvement at the system level, rather than local optimization within silos.

### NEW QUESTION # 33

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There are other several Scrum PSM-III certification exam benefits that you can gain after passing the Scrum PSM-III certification exam. However, you should keep in mind that passing the Professional Scrum Master level III (PSM III) certification exam is not a simple and easiest task. It is a challenging job that you can make simple and successful with the complete PSM-III Exam Preparation.

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