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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q17-Q22):

NEW QUESTION # 17

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 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 # 18

Someone from the HR department approaches you. They regret to inform you that the Product Owner for your team is absent starting today and will be unavailable for the rest of this sprint. The Product Owner might be back at work somewhere during 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 preserves continuity, transparency, and value delivery, while respecting Scrum accountabilities.

Short-Term Response

In the short term, covering the current Sprint and possibly the next Sprint, the Scrum Team should be able to continue working. Scrum is designed to be resilient to short-term disruptions. The team can proceed by relying on:

- * The Product Vision previously communicated by the Product Owner,
- * The current 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 an impediment to 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, the Scrum 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 then appoint a new Product Owner to ensure continuity of decision-making and accountability.

NEW QUESTION # 19

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 # 20

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 # 21

Every Sprint has a Sprint Review. What is the purpose and result of this event?

Answer:

Explanation:

The Sprint Review is a formal Scrum Event held at the end of each Sprint to inspect the outcome of the Sprint and adapt the Product Backlog if needed. Its primary purpose is to enable empirical decision-making by involving both the Scrum Team and stakeholders in inspecting the product and determining what to do next.

Purpose of the Sprint Review

The main purpose of the Sprint Review is to inspect the "Done" Product Increment in the context of overall product progress. During this event:

- * The Scrum Team presents the Increment that meets the Definition of Done.
- * The Developers explain what was delivered, what was not delivered, and the challenges encountered.
- * Stakeholders actively inspect the product, often by using it, rather than reviewing documents or reports.

This inspection provides real, hands-on feedback and creates a shared understanding of the current state of the product and its direction.

Result of the Sprint Review

The Sprint Review results in heightened transparency for all participants. By jointly inspecting the Increment, new insights emerge about customer needs, market conditions, risks, and opportunities. These insights inform conversations about what is needed next.

Based on this shared understanding:

- * The Product Owner collaborates with stakeholders and the Scrum Team to adapt and update the Product Backlog.
- * Completed work is accepted or further work is identified.
- * New Product Backlog Items may be added, reordered, or refined to reflect the latest understanding of the product.

The Sprint Review does not aim to approve or reject work formally, but to enable learning and adaptation.

NEW QUESTION # 22

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