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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q24-Q29):

### NEW QUESTION # 24

One of the Scrum events is the Sprint Review. How does the Sprint Review enable empiricism? What would the impact be if some members of the development team were not present?

**Answer:**

Explanation:

The Sprint Review is a key Scrum Event that directly enables empiricism, which is the foundation of Scrum. Empiricism is based on making decisions using what is known, observed, and learned, supported by the pillars of transparency, inspection, and adaptation. The Sprint Review operationalizes these pillars at the product level.

### How the Sprint Review Enables Empiricism

First, the Sprint Review creates transparency by making the current state of the product visible. During the event, the Scrum Team presents a "Done" Product Increment that meets the Definition of Done. Stakeholders can see and often use the actual product rather than relying on reports or assumptions. This shared visibility ensures that discussions are grounded in reality.

Second, the Sprint Review enables inspection. The Scrum Team and stakeholders jointly inspect the Increment and assess progress toward product goals. The Developers provide context about what was delivered, what was not, and what challenges were encountered. This inspection is focused on outcomes and value, not individual performance.

Third, the Sprint Review supports adaptation. Based on the inspection and feedback, new insights emerge about customer needs, market conditions, risks, and opportunities. The Product Owner uses this information to adapt the Product Backlog, reordering items, adding new work, or refining existing items. This completes the empirical feedback loop by ensuring future decisions are based on the latest evidence.

### Impact of Development Team Members Not Attending the Sprint Review

If some Developers are not present at the Sprint Review, empiricism is weakened.

First, transparency decreases. Developers possess critical, first-hand knowledge about implementation details, technical trade-offs, constraints, and risks. Without their presence, stakeholders receive an incomplete picture of the Increment and its implications.

Second, inspection becomes less effective. Stakeholders may ask questions about behavior, limitations, or quality that only Developers can accurately answer. The absence of Developers limits meaningful dialogue and reduces the quality of inspection.

Third, adaptation suffers. Decisions about what to do next—such as changes to scope, priorities, or technical direction—depend on accurate understanding. Without Developers participating, adaptations to the Product Backlog may be based on assumptions rather than evidence, increasing the risk of poor decisions.

Finally, excluding Developers undermines Scrum Values, particularly Respect and Openness, by treating the Sprint Review as a reporting event rather than a collaborative working session. This can lead to disengagement and reduced shared ownership of product outcomes.

## NEW QUESTION # 25

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 # 26

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 # 27

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 # 28

The developers in your Scrum Team raise an impediment. The work planned for upcoming Sprint involves certain knowledge and expertise they do not possess within the team. How do you handle this impediment?

**Answer:**

Explanation:

When Developers raise the lack of certain knowledge or expertise as an impediment, the Scrum Master must address the situation in a way that reinforces Scrum principles, especially cross-functionality, empiricism, and self-management, while also supporting value delivery.

First, it is essential to verify whether this is truly an impediment. In Scrum, an impediment is something the team cannot resolve on its own. As a Scrum Master, I would facilitate a discussion with the Developers and, if appropriate, the Product Owner to inspect whether the expertise is genuinely required to achieve the desired outcome. In some cases, the scope or approach can be adapted, or the Product Backlog Item can be refined so that alternative solutions are viable. This conversation may reveal that the need for specialized knowledge is less critical than initially assumed.

Second, if the expertise is indeed necessary, the Scrum Master should encourage the team to address the issue as a cross-functional Scrum Team. Scrum expects teams to have, or acquire, all skills needed to deliver value. Therefore, I would ask the Developers how they could learn or acquire the necessary knowledge themselves. Possible options include allocating time for learning, research, training, experimenting, or building a prototype. These activities can be planned as part of the Sprint Backlog and support long-term team capability.

Third, the Scrum Master can help the team make effective use of outside expertise without undermining self-management. During Sprint Planning or refinement, the team may consult internal or external experts to gain insights, validate approaches, or reduce uncertainty, while still retaining ownership of the work and the Sprint Backlog.

Finally, if none of these options resolve the impediment, the Scrum Master has a responsibility to help the organization support the Scrum Team. This may involve facilitating access to expertise from elsewhere in the organization or, if necessary, from outside the organization. The Scrum Master does not solve the problem personally but works to remove organizational barriers so the team can proceed.

## NEW QUESTION # 29

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