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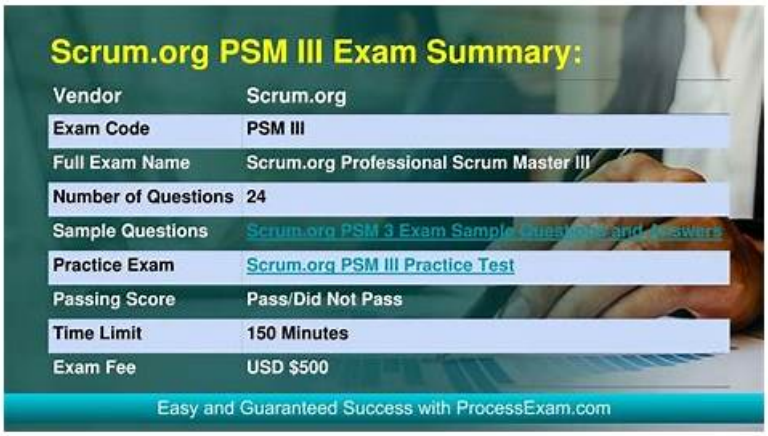

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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q28-Q33):

NEW QUESTION # 28
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 inProduct 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 toenable 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 aProduct 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 itemstransparent:
* 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 inevidence, not blame. The goal is shared understanding of the consequences, not assigning fault.
3. Reinforce Product Owner Accountability
The Scrum Guide is clear that theProduct 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 wouldcoach the Product Ownerto 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 oftenco-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 asystemic 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 # 29
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 coreartifactsthat provide transparency into the work being done and the value being delivered: theProduct Backlog, theSprint Backlog, and theProduct Increment. Each artifact is inspected at specific Scrum Events to support empiricism throughtransparency, inspection, and adaptation.
Product Backlog
TheProduct Backlogis 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 isinspected during Sprint Planning, where the Scrum Team selects Product Backlog Items to work on and aligns them with the Sprint Goal.
* It is alsoinspected 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 duringBacklog Management (often called refinement). While this activity is essential, it isnot a Scrum event in the strict sense.
Sprint Backlog
TheSprint Backlogconsists of the Sprint Goal, the selected Product Backlog Items for the Sprint, and a plan for delivering them.
* It iscreated and inspected during Sprint Planning, where the Developers forecast the work needed to achieve the Sprint Goal.
* It isinspected daily during the Daily Scrum, as Developers assess progress toward the Sprint Goal and adapt their plan accordingly.
* It may also beinspected during the Sprint Reviewto provide transparency into what was planned versus what was accomplished.
Product Increment
TheProduct Incrementis the sum of all completed Product Backlog Items during the Sprint and previous Sprints that meet the Definition of Done.
* It isinspected during Sprint Planning, to understand the current state of the product and determine what can be built next.
* It isinspected 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 thatartifacts may be inspected at any time, as long as the inspection does not hinder progress. Scrum encouragesfrequent inspectionto enable timely

adaptation and reduce risk.

NEW QUESTION # 30
A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities.
Which two activities are part of the Product Owner role according to Scrum?

Answer:

Explanation:
According to Scrum, theProduct Owneris accountable formaximizing the value of the productand for effectiveProduct Backlog management. Two key activities that are explicitly part of this role are:
1. Ordering the Product Backlog to Maximize Value
The Product Owner is responsible forordering the Product Backlogso that the most valuable work is done first. This ordering reflects:
* Business and customer value,
* Risk and uncertainty,
* Strategic goals and learning from previous Sprints.
Through this activity, the Product Owner ensures that the Scrum Team is always working on what matters most.
2. Ensuring Product Backlog Items Are Transparent, Clear, and Understood The Product Owner ensures that Product Backlog Items are:
* Clearly expressed,
* Transparent to the Scrum Team and stakeholders,
* Understood well enough for Developers to select them during Sprint Planning.
This does not mean writing detailed requirements alone, butcollaboratingso that shared understanding exists.

NEW QUESTION # 31
Your Scrum Team has one month Sprints. The development team argues that since this period is quite long, a Daily Scrum isa bit too much. They instead want a weekly update meeting. What is your opinion on this?

Answer:

Explanation:
From a Scrum Master's perspective, replacing the Daily Scrum with a weekly update meeting isnot consistent with Scrumand would significantly weaken the team's ability to inspect and adapt effectively, regardless of the Sprint length.
First, Scrum explicitly defines theDaily Scrum as a required event. The Scrum Guide states that the Daily Scrum is a 15-minute event held every working day of the Sprint for the Developers. The length of the Sprint-whether one week or one month-does not change the purpose or necessity of this event. Therefore, by choosing not to have a Daily Scrum, the team wouldno longer be practicing Scrum, but rather a Scrum- like process.
Second, the Daily Scrum isnot a status meeting. Its primary purpose is to allow the Developers toinspect progress toward the Sprint Goal, synchronize their work, andadapt the Sprint Backlogas needed. A weekly meeting dramatically reduces the frequency of inspection and adaptation, delaying the discovery of issues such as integration problems, misalignment, or risks to the Sprint Goal.
Third, removing the Daily Scrum negatively impactstransparency, one of Scrum's three pillars of empiricism. Without daily synchronization, important information about progress, impediments, and discoveries becomes stale or hidden. This reduced transparency increases the likelihood that work will drift away from agreed standards, fail to integrate properly, or no longer support the Sprint Goal by the end of the Sprint.
Fourth, the argument that a one-month Sprint justifies less frequent inspection reflects a misunderstanding of empiricism. Longer Sprintsincrease risk, which makes frequent inspection and adaptation more important, not less. The Daily Scrum provides a regular opportunity to realign the team and respond early to emerging problems, thereby reducing waste and rework.
Finally, as a Scrum Master, my role is toteach and coachthe Scrum Team on the purpose and value of Scrum events. Rather than removing the Daily Scrum, I would help the Developers improve how they use it-for example, ensuring it focuses on progress toward the Sprint Goal and actionable planning for the next 24 hours, instead of turning into a reporting session.

NEW QUESTION # 32
During a retrospective, one of the more junior developers confesses he has a hard time getting his opinion heard. Whendiscussing the work to be done, the more experienced developers often don't let him finish his sentences or disregard what hehas to say. What Scrum Values are touched upon here?

Answer:

Explanation:
The situation described directly touches on several coreScrum Values, which guide behavior and collaboration within Scrum Teams. In particular, the values ofCourage, Respect, and Opennessare most prominently involved.
First, the value ofCourageis demonstrated by the junior developer. Speaking up about feeling unheard, especially in front of more experienced colleagues, requires personal courage. Scrum encourages team members to be brave in raising difficult or uncomfortable issues so that problems can be addressed rather than ignored. Without courage, important impediments to collaboration and effectiveness would remain hidden.
Second, the situation highlights a lack ofRespectin team interactions. Scrum emphasizes that Scrum Team members respect each other as capable, independent individuals. Interrupting a colleague or disregarding their input-regardless of seniority-undermines this value. Respect is essential for effective collaboration and for creating an environment where all team members can contribute fully.
Third, the value ofOpennessis central to this scenario. Scrum Teams are expected to be open about challenges, feedback, and differing perspectives. Openness also means being receptive to ideas from all team members, independent of role, experience level, or background. Disregarding input from a junior developer contradicts Scrum's emphasis on openness and reduces the quality of decision-making.

NEW QUESTION # 33
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