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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q32-Q37):

NEW QUESTION # 32
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

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 # 33
What variables should a Product Owner consider when ordering the Product Backlog?

Answer:

Explanation:
Ordering the Product Backlog is a key accountability of theProduct Ownerand is essential for maximizing value through empiricism. The ordering reflects continuous inspection of multiple variables, not a single prioritization rule.
1. Value and Outcomes
The primary variable isvalue. The Product Owner considers:
* Customer and user value,
* Business impact and outcomes,
* Alignment with theProduct Goal.
Items that deliver higher or more urgent value are generally ordered higher.
2. Risk and Uncertainty
Items that reducerisk or uncertaintyare often ordered earlier. This includes:
* Technical risk,
* Market or usability risk,
* Integration or dependency risk.
Early learning enables better decisions and reduces long-term cost.
3. Dependencies
The Product Owner considersdependenciesbetween backlog items and teams. Items that unblock other work or reduce dependencies may be ordered higher to improve flow and reduce coordination overhead.
4. Effort, Complexity, and Feasibility
While Developers estimate effort, the Product Owner uses this information to balance value againstcost, complexity, and feasibility. High-value items that are feasible within near-term constraints are often prioritized.
5. Feedback and Learning
Ordering reflectsfeedback from Sprint Reviews, user testing, and market response. Items may move up or down based on what has been learned from previous Increments.
6. Time Sensitivity and Opportunity Cost
Some items are time-critical due to:
* Regulatory deadlines,
* Market windows,

* Competitive pressure.
Delaying such items may reduce or eliminate their value.

NEW QUESTION # 34

A Scrum Master is working with a Development Team that has members in different physical locations.
Development Team meets in a variety of meeting rooms and has much to do logistically (for example, setup conference calls) before the Daily Scrum. What action should be Scrum Master take?

Answer:

Explanation:
When a Development Team is distributed across different physical locations and faces logistical overhead just to start theDaily Scrum, this situation represents animpediment to effective inspection and adaptation. As a Scrum Master, the appropriate action is toenable the team to inspect and adapt more effectively, not to control or manage logistics on their behalf.
1. Help the Team Establish a Stable and Simple Daily Scrum Setup
The Scrum Master should work with the Development Team toinspect and improve how the Daily Scrum is conducted. This may include:
* Agreeing on afixed time and virtual location,
* Standardizing tools (e.g., always the same conferencing solution),
* Reducing setup effort so the event can start on time and remain within its 15-minute timebox.
This supports transparency and reduces unnecessary waste.
2. Remove or Reduce Organizational and Technical Impediments
If logistical difficulties stem from organizational constraints-such as lack of proper tooling, inadequate rooms, or unreliable communication infrastructure-the Scrum Master shouldaddress these as impediments.
This may involve working with IT or management to provide stable tools that enable smooth collaboration.
3. Coach the Team Toward Self-Management
Rather than running the Daily Scrum or handling logistics personally, the Scrum Master shouldcoach the Developers to self-managehow they organize the event. The goal is for the team to own and continuously improve the Daily Scrum in a way that fits their distributed context.

NEW QUESTION # 35

What is Scrum's relation to Empiricism / Empirical Process Control?

Answer:

Explanation:
Scrum is fundamentally based onEmpiricism, also referred to asEmpirical Process Control. This means that Scrum recognizes that complex work, such as software development, cannot be fully understood or predicted upfront. Instead, decisions are made based onexperience, observation, and evidence, forming a continuous closed feedback loop.
Empirical Process Control rests on three pillars:Transparency, Inspection, and Adaptation. Scrum provides a structured framework of roles, events, and artifacts that explicitly support and reinforce each of these pillars.
Transparency
Transparency ensures that all significant aspects of the process and product are visible to those responsible for the outcome. In Scrum, transparency is created through clearly defined artifacts such as theProduct Backlog, Sprint Backlog, and Product Increment, each governed by a shared Definition of Done. Scrum Events further enhance transparency by creating regular opportunities to share progress, challenges, and current state.
Without transparency, inspection would be misleading and ineffective.
Inspection
Scrum prescribes frequent and regularinspectionof both the product and the process. Each Scrum Event serves as an inspection point:
* TheDaily Scruminspects progress toward the Sprint Goal,
* TheSprint Reviewinspects the Increment and adapts the Product Backlog,
* TheSprint Retrospectiveinspects the team's ways of working.
These inspections are intentionally timeboxed and lightweight to avoid excessive overhead while still enabling timely feedback.
Adaptation
Inspection is meaningful only if it leads toadaptation. Scrum explicitly enables adaptation by allowing changes to plans, processes, and backlog content based on what is learned. The Sprint Backlog may be adapted during the Sprint, the Product Backlog is adapted after the Sprint Review, and team practices are adapted following the Sprint Retrospective.

Closed Feedback Loop

Together, transparency, inspection, and adaptation form a closed feedback loop. Scrum's short iterations (Sprints) ensure that learning occurs frequently, enabling the Scrum Team and stakeholders to respond quickly to change, reduce risk, and improve outcomes over time.

NEW QUESTION # 36
What would be an example of a development team member displaying unethical behaviour?

Answer:

Explanation:
An example of unethical behaviour by a Development Team member in Scrum is knowingly delivering low- quality or non-secure software while being aware of the potential negative impact on users, stakeholders, or the organization. Such behaviour contradicts the ethical expectations embedded in Scrum and violates multiple Scrum Values.
For instance, a developer may intentionally ignore known defects, security vulnerabilities, or technical debt in order to finish work faster or appear more productive. Releasing software that is known to be insecure or unstable places end-users at risk and misrepresents the true state of the product. This undermines Commitment to quality and Courage, as the individual avoids addressing difficult issues or raising concerns.
Another unethical example is withholding important information from the Scrum Team or stakeholders. This may include hiding risks, downplaying impediments, or not being transparent about progress or challenges.
Such behaviour violates Openness and damages trust, which is essential for empiricism and effective collaboration.
Unethical behaviour may also be expressed through failing to support team members. For example, refusing to help others, dismissing or disrespecting colleagues' opinions, or working in ways that harm team cohesion contradicts the Scrum Value of Respect. Scrum expects team members to collaborate and support each other in achieving the Sprint Goal.
Finally, going against agreements made by the Scrum Team, such as ignoring the Definition of Done or agreed working agreements, is unethical. This damages accountability and can mislead stakeholders about the quality and completeness of the work.

NEW QUESTION # 37
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