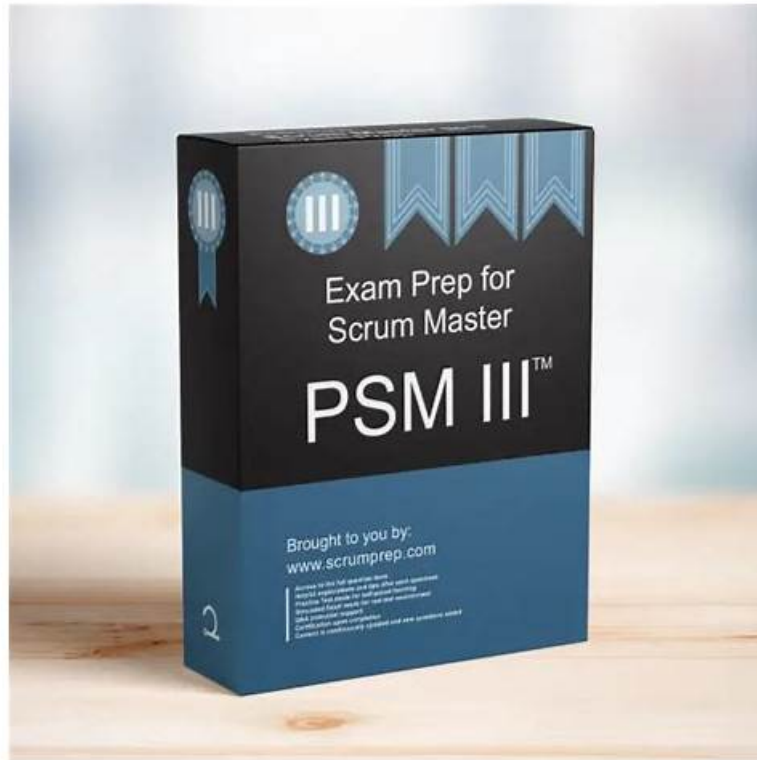


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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q34-Q39):

NEW QUESTION # 34

The Product Owner remains distant. He/she has handed over the required Product Backlog for the Sprint but is not collaborating with the Development Team during the Sprint. What are valuable actions for a Scrum Master?

Answer:

Explanation:

A distant Product Owner represents a risk to value delivery, transparency, and empiricism. While the Product Owner has provided a Product Backlog for the Sprint, lack of collaboration during the Sprint undermines learning and informed decision-making. As a Scrum Master, the focus should be on coaching, enabling collaboration, and addressing systemic impediments, not substituting for the Product Owner.

1. Make the Impact Transparent

The Scrum Master should help make the impact of the Product Owner's absence visible:

- * Reduced ability to clarify Product Backlog Items,
- * Slower decision-making when discoveries occur,
- * Increased risk to the Sprint Goal and product value.

This transparency should be established through respectful conversations with the Product Owner and, if needed, through Scrum events such as the Sprint Retrospective.

2. Coach the Product Owner on Accountability

The Scrum Guide states that the Product Owner is accountable for maximizing value and Product Backlog management, which requires ongoing collaboration with Developers. The Scrum Master should coach the Product Owner to understand that handing over a backlog at Sprint Planning is not sufficient and that availability during the Sprint is essential for empiricism.

3. Enable Better Collaboration Without Replacing the Product Owner

The Scrum Master should help create opportunities for collaboration, such as:

- * Encouraging regular clarification moments during the Sprint,
- * Improving Product Backlog refinement so fewer questions remain unanswered,
- * Helping Developers prepare focused questions to use limited Product Owner availability effectively.

However, the Scrum Master must not take over Product Owner responsibilities, as this would blur accountabilities.

4. Address Organizational Causes

If the Product Owner's distance is due to workload, role confusion, or organizational pressure, this becomes an organizational impediment. The Scrum Master should raise this issue with leadership and help the organization understand the risk of an unavailable Product Owner to product outcomes.

NEW QUESTION # 35

When many Development Teams are working on a single product, what best describes the definition of "done?"

Answer:

Explanation:

When many Development Teams are working on a single product, there must be one shared Definition of Done (DoD) that applies to all teams and to the entire product increment.

Single, Shared Definition of Done

Scrum requires that each increment be usable and potentially releasable. When multiple teams contribute to one product, this means:

- * There is one product, not multiple team products,
- * There must therefore be one Definition of Done that ensures consistency, quality, and transparency across all teams.

Having different Definitions of Done per team would result in:

- * Inconsistent quality,
- * Integration problems,
- * Loss of transparency,
- * Increments that are "Done" in isolation but not at the product level.

Integrated Increment-Level Definition of Done

The shared Definition of Done must include integration criteria, ensuring that:

- * Work from all teams is integrated,
- * The combined increment meets quality and compliance standards,
- * The product can be inspected and potentially released.

In scaled Scrum (e.g., Nexus), unintegrated work is explicitly not considered Done, regardless of whether individual teams believe their work is complete.

Ownership and Evolution

While Developers collectively create and adhere to the Definition of Done, it applies at the product level, not the team level. As the product and organization mature, the Definition of Done may be expanded, but it must always remain shared and transparent.

NEW QUESTION # 36

Learning turns into 'validated learning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?

Answer:

Explanation:

A key way a Product Owner applies validated learning is by adapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.

Through inspection of:

- * The Product Increment during the Sprint Review,
- * Stakeholder and user feedback,
- * Measured outcomes such as usage, value, or risk reduction,

the Product Owner assesses whether assumptions about value, users, or direction are valid. This learning becomes validated only when it is reflected in changed decisions, such as:

- * Reordering Product Backlog items,
- * Adding or removing backlog items,
- * Adjusting or even abandoning a Product Goal.

In other words, validated learning is applied when the Product Owner uses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

NEW QUESTION # 37

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 # 38

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 # 39

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