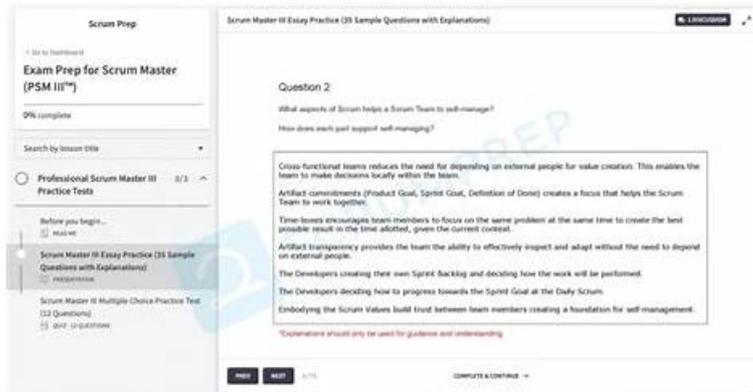


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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q28-Q33):

NEW QUESTION # 28

Mid-sprint a development team forecasts it will not be able to deliver all the planned backlog items. They are worried and ask for your advice as Scrum Master. What will you tell them?

Answer:

Explanation:

When a Development Team realizes mid-Sprint that it may not be able to deliver all planned Sprint Backlog Items, this situation should be handled through empiricism, not concern or blame. As a Scrum Master, I would reassure the team and guide them back to Scrum principles.

First, I would remind the team that in Scrum they do not commit to delivering all Sprint Backlog Items.

Instead, the Scrum Team commits to doing their very best to achieve the Sprint Goal. Discovering additional work, complexity, or unknowns during the Sprint is expected, especially in complex product development. The Sprint Backlog is a forecast, not a fixed contract.

Second, I would help the team assess the impact of what they have discovered. If the newly discovered work is minor and the Sprint Goal is still within reach, the team can continue as planned while adapting the Sprint Backlog as needed. This reflects normal inspection and adaptation during the Sprint.

Third, if the impact is significant and threatens the Sprint Goal, the Development Team should have a focused discussion about if and how the Sprint Goal can still be met. This may involve changing the approach, reducing scope while preserving the Sprint Goal, or identifying alternative ways to deliver the intended value.

In such cases, the Product Owner should be involved in the conversation. Including the Product Owner increases transparency and enables faster value-based decision-making, such as re-negotiating scope or adjusting priorities while keeping the Sprint Goal intact. This collaboration ensures that adaptations are aligned with product value.

NEW QUESTION # 29

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 # 30

"Technical debt is the sole concern of the development team". As a Scrum Master, do you agree with this statement? Why or why not?.

Answer:

Explanation:

As a Scrum Master, I do not agree with the statement that technical debt is the sole concern of the Development Team. While Developers are responsible for recognizing and understanding technical debt, its impact extends far beyond the team and affects agility, quality, and delivery at the product and organizational level.

First, technical debt directly influences a team's ability to remain agile. As technical debt accumulates, the cost and effort required to change the product increase. This slows down development, reduces predictability, and eventually makes it difficult or even impossible to deliver working software within reasonable timeframes. When agility is reduced, the entire organization suffers, not just the Development Team.

Second, technical debt has a significant impact on product quality and delivery. High levels of technical debt often lead to defects, instability, and integration problems. This undermines the Scrum principle of delivering a "Done" Increment each Sprint. When the product cannot be reliably delivered or inspected, customers and stakeholders are directly affected, making technical debt a shared concern.

Third, while Developers are best positioned to identify when technical debt occurs, addressing it requires collaboration across the Scrum Team. The Product Owner must understand that not all work in a Sprint will result in new functionality. Investing in reducing technical debt is an investment in future value, sustainability, and delivery capability. Stakeholders also need transparency about this trade-off.

Fourth, Scrum encourages making technical debt visible and addressing it continuously, rather than postponing it indefinitely. This may involve adding technical debt-related work to the Product Backlog and prioritizing it alongside functional work. Treating technical debt as "invisible" or purely technical undermines empiricism and long-term value creation.

NEW QUESTION # 31

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 # 32

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, the Product Owner is accountable for maximizing the value of the product and for effective Product 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 for ordering the Product Backlog so 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, but collaborating so that shared understanding exists.

NEW QUESTION # 33

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