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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q22-Q27):

NEW QUESTION # 22
When working on one software product with multiple Scrum teams in Scrum Nexus, what is important about dependencies of the planned Backlog Items and integration of the work being done?

Answer:

Explanation:
When multiple Scrum Teams work together on a single product using Scrum Nexus, managing dependencies and ensuring effective integration are critical to delivering a usable Increment each Sprint. Scrum Nexus extends Scrum by explicitly addressing the complexity that arises from multiple teams working on the same product.

First, dependencies between teams should be minimized. Dependencies reduce autonomy, slow feedback, and increase risk. In Nexus, Product Backlog Items should be ordered and refined in such a way that work with strong dependencies is kept within a single team whenever possible. This supports cross-functionality at the team level and reduces the coordination overhead required between teams.

Second, when dependencies cannot be avoided, they must be made transparent and actively managed. The Nexus framework encourages early identification of dependencies during Nexus Sprint Planning so that teams can coordinate their work effectively. However, the goal remains to continuously reduce dependencies over time through better backlog ordering, architecture improvements, and skill broadening.

Third, integration of work is vital and takes precedence over completing all planned work. In Scrum Nexus, an Increment is only considered "Done" when the work of all teams is fully integrated and meets the shared Definition of Done. Unintegrated work, even if technically complete by an individual team, does not provide value and increases risk.

Fourth, integration must occur early and often during the Sprint, not only at the end. Continuous integration helps uncover issues sooner, supports frequent inspection, and enables timely adaptation. Delaying integration increases the likelihood of defects, rework, and failure to produce a usable Increment.

NEW QUESTION # 23

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 # 24

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 aProduct Owner applies validated learningis byadapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.
Through inspection of:
* TheProduct Incrementduring 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 becomesvalidatedonly when it is reflected inchanged 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 Owneruses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

NEW QUESTION # 25

The definition of "Done" describes the work that must be completed for every Product Backlog item before it can be deemed releasable. What should the Development Team do when, during the Sprint, it finds out that a problem outside of their control blocks them from doing all this work?

Answer:

Explanation:
When the Development Team discovers during a Sprint that a problemoutside of their controlprevents them from completing all work required by theDefinition of Done, this situation must be addressed through transparency, inspection, and adaptation, rather than by lowering standards.
1. Make the Impediment Transparent Immediately
The Development Team shouldmake the issue visible as soon as it is discovered. This includes:
* Raising it in theDaily Scrum,
* Clearly stating how it impacts the Sprint Goal and the Definition of Done.
Transparency is critical so that inspection and adaptation are based on reality, not assumptions.
2. Do Not Compromise the Definition of Done
The Definition of Done mustnot be relaxed or bypassedto "get something done." Lowering quality destroys transparency and creates false progress. If the Definition of Done cannot be met, the work isnot Doneand should not be considered releasable.
3. Collaborate to Adapt the Sprint Backlog
The Development Team should collaborate with theProduct Ownerto inspect the impact and adapt the Sprint Backlog. This may include:
* Removing or adjusting affected Product Backlog Items,
* Focusing on work that can still meet the Definition of Done,
* Preserving theSprint Goal, if possible.
4. Escalate the Impediment Through the Scrum Master
Because the problem is outside the team's control, it qualifies as animpediment. The Scrum Master must help remove or mitigate it by working with the organization or external parties. If the impediment cannot be resolved quickly, its impact should be addressed in planning and stakeholder communication.

NEW QUESTION # 26

A Development Team, arguing it is self-organising, indicates it no longer needs the Daily Scrum; they collaborate throughout the day and they feel it has become a needless ritual.

Answer:

Explanation:
A Development Team claiming self-organization as a reason to stop theDaily Scrumreflects a misunderstanding of bothself-managementand the purpose of Scrum events. As a Scrum Master, I would address this through teaching, coaching, and empiricism rather than enforcement.
Daily Scrum Is Mandatory in Scrum
First, it must be made clear that theDaily Scrum is a required Scrum event. The Scrum Guide defines it as a

15-minute event held every working day of the Sprint for the Developers. Choosing to eliminate it means the team isno longer practicing Scrum, regardless of how well they collaborate informally.

Self-Organization Does Not Mean Skipping Empiricism

Self-organizing (self-managing) teams decidehowto do the work, notwhetherto inspect and adapt. Scrum events exist to upholdempirical process control. The Daily Scrumspecifically enables:

* Transparencyabout progress toward the Sprint Goal,
* Inspectionof the Sprint Backlog and current plan,
* Adaptationof work for the next 24 hours.

Informal collaboration throughout the day does not replace theshared, intentional inspection momentthat the Daily Scrum provides.

The Daily Scrum Is Not a Ritual or Status Meeting

If the Daily Scrum feels like a needless ritual, this is asignal that it is not being used correctly. It should not be a status report or a meeting for the Scrum Master or Product Owner. Instead, it is aplanning event for the Developers, focused on how to best achieve the Sprint Goal.

As a Scrum Master, I would coach the team toimprove the Daily Scrum, for example by:

* Centering the discussion on progress toward the Sprint Goal,
* Making impediments and risks explicit,
* Using different formats that suit the team's context.

Risks of Removing the Daily Scrum

Removing the Daily Scrum reducestransparencyand delays inspection and adaptation. Problems such as integration issues, misalignment, or threats to the Sprint Goal may surface too late, increasing risk and waste.

Over time, this undermines predictability and value delivery.

NEW QUESTION # 27

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- PSM-III Latest Exam Question ✿ Real PSM-III Torrent 🔅 Free PSM-III Practice 🔅 Search for ▷ PSM-III ◁ and easily obtain a free download on ✔ www.pdfvce.com 🔅✔ 🔅 🔅PSM-III Latest Exam Question

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