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>> PSM-III Formal Test <<

## PSM-III Formal Test | Easy to Pass The Professional Scrum Master level III (PSM III)

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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q35-Q40):

### NEW QUESTION # 35

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

**Answer:**

**Explanation:**

Scrum is fundamentally based on Empiricism, also referred to as Empirical 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 on experience, 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 the Product 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 regular inspection of both the product and the process. Each Scrum Event serves as an inspection point:

- \* The Daily Scrum inspects progress toward the Sprint Goal,
- \* The Sprint Review inspects the Increment and adapts the Product Backlog,
- \* The Sprint Retrospective inspects 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 to adaptation. 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

You are a Scrum Master working with a Scrum Team. The Development Team constantly complains 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 in Product 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 to enable 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 a Product 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 items transparent:

- \* 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 in evidence, not blame. The goal is shared understanding of the consequences, not assigning fault.

##### 3. Reinforce Product Owner Accountability

The Scrum Guide is clear that the Product 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 would coach the Product Owner to 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 often co-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 a systemic 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 # 37

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 # 38**

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

**Answer:**

Explanation:

Ordering the Product Backlog is a key accountability of the Product Owner and 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 is value. The Product Owner considers:

- \* Customer and user value,
- \* Business impact and outcomes,
- \* Alignment with the Product Goal.

Items that deliver higher or more urgent value are generally ordered higher.

2. Risk and Uncertainty

Items that reduce risk or uncertainty are 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 considers dependencies between 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 against cost, complexity, and feasibility.

High-value items that are feasible within near-term constraints are often prioritized.

5. Feedback and Learning

Ordering reflects feedback 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 # 39

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 the Scrum Master take?

#### Answer:

Explanation:

When a Development Team is distributed across different physical locations and faces logistical overhead just to start the Daily Scrum, this situation represents an impediment to effective inspection and adaptation. As a Scrum Master, the appropriate action is to enable 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 to inspect and improve how the Daily Scrum is conducted. This may include:

- \* Agreeing on a fixed 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 should address 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 should coach the Developers to self-manage how 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 # 40

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