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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q12-Q17):

NEW QUESTION # 12

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 # 13

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 # 14

The developers in your Scrum Team raise an impediment. The work planned for upcoming Sprint involves certain knowledge and expertise they do not possess within the team. How do you handle this impediment?

Answer:

Explanation:

When Developers raise the lack of certain knowledge or expertise as an impediment, the Scrum Master must address the situation in a way that reinforces Scrum principles, especially cross-functionality, empiricism, and self-management, while also supporting value delivery.

First, it is essential to verify whether this is truly an impediment. In Scrum, an impediment is something the team cannot resolve on its own. As a Scrum Master, I would facilitate a discussion with the Developers and, if appropriate, the Product Owner to inspect whether the expertise is genuinely required to achieve the desired outcome. In some cases, the scope or approach can be adapted, or the Product Backlog Item can be refined so that alternative solutions are viable. This conversation may reveal that the need for specialized knowledge is less critical than initially assumed.

Second, if the expertise is indeed necessary, the Scrum Master should encourage the team to address the issue as a cross-functional Scrum Team. Scrum expects teams to have, or acquire, all skills needed to deliver value. Therefore, I would ask the Developers how they could learn or acquire the necessary knowledge themselves. Possible options include allocating time for learning, research, training, experimenting, or building a prototype. These activities can be planned as part of the Sprint Backlog and support long-term team capability.

Third, the Scrum Master can help the team make effective use of outside expertise without undermining self-management. During Sprint Planning or refinement, the team may consult internal or external experts to gain insights, validate approaches, or reduce uncertainty, while still retaining ownership of the work and the Sprint Backlog.

Finally, if none of these options resolve the impediment, the Scrum Master has a responsibility to help the organization support the Scrum Team. This may involve facilitating access to expertise from elsewhere in the organization or, if necessary, from outside the organization. The Scrum Master does not solve the problem personally but works to remove organizational barriers so the team can proceed.

NEW QUESTION # 15

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 # 16

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 the Daily Scrum reflects a misunderstanding of both self-management and 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 the Daily 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 is no longer practicing Scrum, regardless of how well they collaborate informally.

Self-Organization Does Not Mean Skipping Empiricism

Self-organizing (self-managing) teams decide how to do the work, not whether to inspect and adapt. Scrum events exist to uphold empirical process control. The Daily Scrum specifically enables:

- * Transparency about progress toward the Sprint Goal,
- * Inspection of the Sprint Backlog and current plan,
- * Adaptation of work for the next 24 hours.

Informal collaboration throughout the day does not replace the shared, intentional inspection moment that 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 a signal 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 a planning event for the Developers, focused on how to best achieve the Sprint Goal.

As a Scrum Master, I would coach the team to improve 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 reduces transparency and 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 # 17

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