



# Scrum

## PSM-III

**Professional Scrum Master III**

**QUESTION & ANSWERS**

### Question: 1

At the seventh Sprint Review, the stakeholders are disappointed and angry. They have determined that the product or system being built will not meet their needs and will cost more than they are willing to spend. Which of the following statements could be true?

1. The PMO has not been engaged adequately.
2. The stakeholders haven't been attending prior Sprint Reviews.
3. The stakeholders haven't been using the Sprint Reviews to inspect and evaluate progress in the prior Sprint Reviews.
4. The Scrum Master has not ensured that the project is transparent
5. The Product Owner has not been keeping the stakeholders aware of the progress of the project.

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**Answer: B,C,E**

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### Explanation/Reference:

Scrum Guide:

Each artifact contains a commitment to ensure it provides information that enhances transparency and focus against which progress can be measured:

- For the Product Backlog it is the Product Goal. (Product Owner is accountable for developing and explicitly communicating the Product Goal)

- For the Sprint Backlog it is the Sprint Goal.

- For the Increment, it is the Definition of Done.

These commitments exist to reinforce empiricism and the Scrum values for the Scrum Team and their stakeholders.

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During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Backlog may also be adjusted to meet new opportunities.

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There is no PMO in Scrum

### Question: 2

A Project Manager working with your Scrum Team has raised concerns about progress and money spent. What are the best responses?

1. Have a discussion with the Project Manager; share the current impediments and forecast for the Sprint
2. Scrum doesn't have Project Managers so disregard their concerns
3. Share the last stakeholder briefing document prepared by the Product Owner
4. Promote transparency by sharing the Product Backlog and ensuring the Project Manager has access
5. Show the Earned Value Analysis (EVA) report

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**Answer: A,D**

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### Explanation/Reference:

Scrum Guide:

The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;

- Creating and clearly communicating Product Backlog items;

- Ordering Product Backlog items; and,

- Ensuring that the Product Backlog is transparent, visible and understood.

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Every organization has its own structure, perhaps, some has the Project Manager role, if this is the case and this role has interest or touchpoints with the Scrum project, the Product Owner is accountable for providing the necessary information.

### Question: 3

In Scrum, we use the term "Forecast" when planning. Why is that?

1. Forecasting is part of the Scrum Framework, emphasizing its importance and preventing those new to Scrum from leaving it out.
2. It brings awareness to the fact that when planning, the team is looking ahead and not everything is certain. The team cannot commit to the plan not changing, it's a prediction based upon what is known today.
3. It emphasizes the difference between Scrum and plan-driven approaches.
4. Using the term Forecasting raises transparency because it is a term common to project and process methodologies.

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**Answer: B**

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### **Explanation/Reference:**

Scrum Guide:

Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials.

Scrum employs an iterative, incremental approach to optimize predictability and to control risk. Scrum engages groups of people who collectively have all the skills and expertise to do the work and share or acquire such skills as needed.

Sprint Planning

Topic Two: What can be Done this Sprint?

Through discussion with the Product Owner, the Developers select items from the Product Backlog to include in the current Sprint. The Scrum Team may refine these items during this process, which increases understanding and confidence.

Selecting how much can be completed within a Sprint may be challenging. However, the more the Developers know about their past performance, their upcoming capacity, and their Definition of Done, the more confident they will be in their Sprint forecasts.

### **Question: 4**

It has been a year, a new product is under development and you joined the Scrum Team as their Scrum Master. The product is working software that has been delivered each sprint, but not released to the market. Recent pressure from within the organization and Stakeholders is forcing a release two months from now. The Product Owner feels this is premature as the work to be done before she has confidence in a release, is forecast to take at least six months. She appears quite distressed. What advice or help, in line with Scrum, can you offer?

1. Advise the Product Owner to work with the Stakeholders.
2. Advise the Product Owner to create more teams to work on the product. The new teams can lean on expertise from the original team.
3. Advise the Product Owner that the whole of the organization must respect her decisions. Stick to the current product vision and six-month timeline.
4. Advise the Product Owner to sit with the team and rescope the work planned. What can be delivered in two months that will meet customer needs? What would we need if we had to release this sprint?

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**Answer: A,D**

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### **Explanation/Reference:**

Adding more teams will likely slow the effort down due to the learning curve.

Sticking to your own plan while ignoring external realities and not validating with real users, shows we are not inspecting and adapting.

And keeping in mind that Sprints are the heartbeat of Scrum, where ideas are turned into value, and value can only be validated by those that use the product.

### **Question: 5**

Which statements regarding Backlog Refinement are correct?

1. No more than 10% of Scrum Team capacity is used for Refinement.
2. Backlog Refinement takes place before Sprint Planning.
3. The Product Owner is responsible for organizing Backlog Refinement.
4. During Product Backlog refinement, items are reviewed and revised.
5. Product Backlog refinement is the act of adding detail, estimates, size, and order to items in the Product Backlog.

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**Answer: D,E**

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### **Explanation/Reference:**

Scrum Guide:

Product Backlog refinement is the act of breaking down and further defining Product Backlog items into smaller more precise items. This is an ongoing activity to add details, such as a description, order, and size. Attributes often vary with the domain of work.

### **Question: 6**

While often associated with Scrum, which of the following practices DON'T complement Scrum?

1. Burn-downs, Burn-ups, or Cumulative flows
2. Definition of "Done"
3. Product Backlog Refinement
4. Hardening Sprint
5. Sprint Goal
6. Sprint 0
7. Definition of Ready

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**Answer: D,F**

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### **Explanation/Reference:**

According to the Scrum Guide, Sprints are the heartbeat of Scrum, where ideas are turned into value. They are fixed length events of one month or less to create consistency. A new Sprint starts immediately after the conclusion of the previous Sprint. For those reasons, hardening Sprints and Sprint 0s might deviate from the Scrum framework and how it operates.

### **Question: 7**

Why is Scrum referred to as a framework?

1. You can use the elements needed for it to best perform in your organization.
2. It needs all of its components to work as intended.
3. It is a foundation upon which other processes and techniques can be employed.
4. It is easy to learn but difficult to master.

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**Answer: C**

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### **Explanation/Reference:**

Though a few of these answers are somewhat correct, not all are directly related to Scrum being a framework. From the Scrum Guide: "Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems."