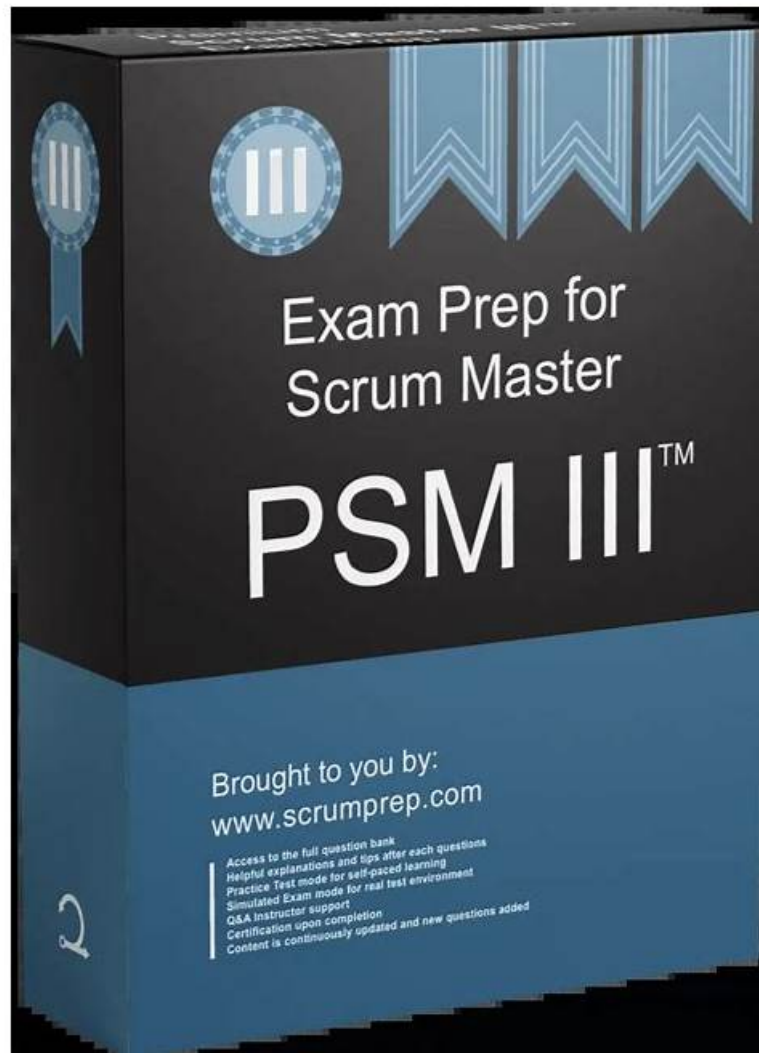


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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q17-Q22):

### NEW QUESTION # 17

How can leadership of an agile organization help self-organizing teams get the most out of Scrum?

#### Answer:

#### Explanation:

Leadership plays a critical role in enabling self-organizing teams to succeed with Scrum. While Scrum Teams are self-managing, organizational leadership must create the conditions in which Scrum can thrive. This support is expressed through behaviors that reinforce empiricism, accountability, and continuous improvement, rather than through command-and-control practices.

First, leadership can help by actively supporting self-organization and Scrum adoption. This includes trusting teams to decide how they do their work, resisting the urge to micromanage, and reinforcing Scrum practices and values across the organization. Leaders who understand and support Scrum help protect teams from external pressure that undermines self-management.

Second, leaders should learn about Agile and Scrum and understand how to interact with Scrum Teams effectively. This knowledge enables leadership to engage in ways that are helpful rather than disruptive—for example, collaborating through Scrum events instead of bypassing the Product Owner or directly assigning work to Developers. Informed interaction strengthens alignment while preserving team autonomy.

Third, leadership must respect Scrum accountabilities, especially the authority of the Product Owner.

Respecting Product Owner decisions on ordering the Product Backlog ensures clear accountability for maximizing value. When leadership overrides or bypasses the Product Owner, it undermines transparency, focus, and trust within the Scrum Team.

Fourth, leadership can significantly support teams by removing impediments that are beyond the team's control. These may include organizational policies, structural constraints, tooling limitations, or conflicting incentives. By actively addressing such impediments, leadership enables teams to improve their effectiveness and deliver value more consistently.

Finally, leadership should provide a clear organizational vision and strategy. A compelling vision and coherent strategy give Scrum Teams a sense of purpose and direction, helping them understand how their work contributes to broader organizational goals. This clarity supports better decision-making, alignment, and motivation at the team level without prescribing detailed solutions.

### NEW QUESTION # 18

During a retrospective, one of the more junior developers confesses he has a hard time getting his opinion heard. When discussing the work to be done, the more experienced developers often don't let him finish his sentences or disregard what he has to say. What Scrum Values are touched upon here?

#### Answer:

#### Explanation:

The situation described directly touches on several core Scrum Values, which guide behavior and collaboration within Scrum Teams. In particular, the values of Courage, Respect, and Openness are most prominently involved.

First, the value of Courage is demonstrated by the junior developer. Speaking up about feeling unheard, especially in front of more experienced colleagues, requires personal courage. Scrum encourages team members to be brave in raising difficult or uncomfortable issues so that problems can be addressed rather than ignored. Without courage, important impediments to collaboration and effectiveness would remain hidden.

Second, the situation highlights a lack of Respect in team interactions. Scrum emphasizes that Scrum Team members respect each other as capable, independent individuals. Interrupting a colleague or disregarding their input—regardless of seniority—undermines this value. Respect is essential for effective collaboration and for creating an environment where all team members can contribute fully.

Third, the value of Openness is central to this scenario. Scrum Teams are expected to be open about challenges, feedback, and differing perspectives. Openness also means being receptive to ideas from all team members, independent of role, experience level, or background. Disregarding input from a junior developer contradicts Scrum's emphasis on openness and reduces the quality of decision-making.

### NEW QUESTION # 19

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 # 20

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 # 21

"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 # 22

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