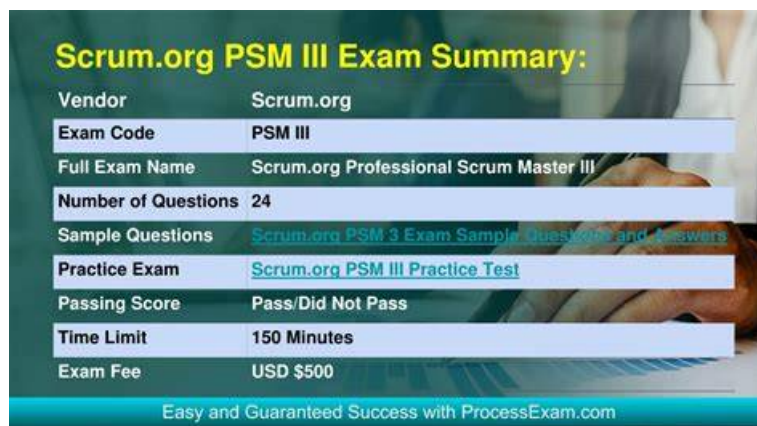


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Full Exam Name	Scrum.org Professional Scrum Master III
Number of Questions	24
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Scrum PSM-III Exam Syllabus Topics:

Section	Objectives
Complex organizational Scrum application	- Scaling Scrum (e.g., Nexus concepts) - Leadership and influence without authority - Organizational impediments
Understanding and Applying the Scrum Framework	- Definition of Done and transparency - Events, artifacts, and commitments - Scrum theory and empiricism - Scrum Team accountabilities - Scrum Values
Developing People and Teams	- Facilitation techniques - Coaching and mentoring - Self-managing teams - Teaching and enabling Scrum adoption
Managing Products with Agility	- Forecasting and release planning - Stakeholder collaboration - Product value and outcomes - Agile product thinking

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

NEW QUESTION # 35

What would be an example of a development team member displaying unethical behaviour?

Answer:

Explanation:

An example of unethical behaviour by a Development Team member in Scrum is knowingly delivering low-quality or non-secure software while being aware of the potential negative impact on users, stakeholders, or the organization. Such behaviour contradicts the ethical expectations embedded in Scrum and violates multiple Scrum Values.

For instance, a developer may intentionally ignore known defects, security vulnerabilities, or technical debt in order to finish work faster or appear more productive. Releasing software that is known to be insecure or unstable places end-users at risk and misrepresents the true state of the product. This undermines Commitment to quality and Courage, as the individual avoids addressing difficult issues or raising concerns.

Another unethical example is withholding important information from the Scrum Team or stakeholders. This may include hiding risks, downplaying impediments, or not being transparent about progress or challenges.

Such behaviour violates Openness and damages trust, which is essential for empiricism and effective collaboration.

Unethical behaviour may also be expressed through failing to support team members. For example, refusing to help others, dismissing or disrespecting colleagues' opinions, or working in ways that harm team cohesion contradicts the Scrum Value of Respect. Scrum expects team members to collaborate and support each other in achieving the Sprint Goal.

Finally, going against agreements made by the Scrum Team, such as ignoring the Definition of Done or agreed working agreements, is unethical. This damages accountability and can mislead stakeholders about the quality and completeness of the work.

NEW QUESTION # 36

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 problem outside of their control prevents them from completing all work required by the Definition 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 should make the issue visible as soon as it is discovered. This includes:

- * Raising it in the Daily 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 must not be relaxed or bypassed to "get something done." Lowering quality destroys transparency and creates false progress. If the Definition of Done cannot be met, the work is not Done and should not be considered releasable.

3. Collaborate to Adapt the Sprint Backlog

The Development Team should collaborate with the Product Owner to 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 the Sprint Goal, if possible.

4. Escalate the Impediment Through the Scrum Master

Because the problem is outside the team's control, it qualifies as an impediment. 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 # 37

Mid-sprint a development team forecasts it will not be able to deliver all the planned backlog items. They are worried and ask for your advice as Scrum Master. What will you tell them?

Answer:

Explanation:

When a Development Team realizes mid-Sprint that it may not be able to deliver all planned Sprint Backlog Items, this situation should be handled through empiricism, not concern or blame. As a Scrum Master, I would reassure the team and guide them back to Scrum principles.

First, I would remind the team that in Scrum they do not commit to delivering all Sprint Backlog Items.

Instead, the Scrum Team commits to doing their very best to achieve the Sprint Goal. Discovering additional work, complexity, or unknowns during the Sprint is expected, especially in complex product development. The Sprint Backlog is a forecast, not a fixed contract.

Second, I would help the team assess the impact of what they have discovered. If the newly discovered work is minor and the Sprint Goal is still within reach, the team can continue as planned while adapting the Sprint Backlog as needed. This reflects normal inspection and adaptation during the Sprint.

Third, if the impact is significant and threatens the Sprint Goal, the Development Team should have a focused discussion about if and how the Sprint Goal can still be met. This may involve changing the approach, reducing scope while preserving the Sprint Goal, or identifying alternative ways to deliver the intended value.

In such cases, the Product Owner should be involved in the conversation. Including the Product Owner increases transparency and enables faster value-based decision-making, such as re-negotiating scope or adjusting priorities while keeping the Sprint Goal intact. This collaboration ensures that adaptations are aligned with product value.

NEW QUESTION # 38

In what ways does the Scrum Master attend the Sprint Retrospective?

Answer:

Explanation:

The Sprint Retrospective is a formal Scrum event where the Scrum Team inspects how the last Sprint went with respect to individuals, interactions, processes, tools, and their Definition of Done, and identifies improvements for future Sprints. The Scrum Master attends the Sprint Retrospective in multiple, complementary ways, consistent with the Scrum Guide.

First, the Scrum Master joins the Sprint Retrospective as a Scrum Team member. The Scrum Guide defines the Scrum Team as consisting of the Product Owner, Developers, and the Scrum Master. Therefore, the Scrum Master is not an external observer but a full participant in the event. As such, the Scrum Master actively inspects people, processes, and tools, and contributes insights based on their perspective and experience, while remaining respectful of the team's self-management.

Second, the Scrum Master often facilitates the Sprint Retrospective. According to the Scrum Guide, the Scrum Master is accountable for ensuring that Scrum events take place and are productive. Facilitation may include helping the team create a safe environment, encouraging openness, ensuring balanced participation, keeping the discussion focused on improvement, and helping the team stay within the timebox. However, facilitation does not imply control; the Scrum Master facilitates to serve the team, not to direct outcomes.

Third, the Scrum Master supports empiricism during the Retrospective. By fostering transparency, encouraging honest inspection, and helping the team identify actionable improvements, the Scrum Master strengthens the Scrum pillars of transparency, inspection, and adaptation. The Scrum Master may also help the team turn improvement ideas into concrete actions that can be planned for the next Sprint.

Finally, the Scrum Master helps ensure that the Sprint Retrospective results in meaningful adaptation. While the Scrum Team decides what improvements to implement, the Scrum Master supports the team in identifying impediments, coaching on improvement techniques, and helping remove organizational or systemic obstacles that are beyond the team's direct control.

In summary, the Scrum Master attends the Sprint Retrospective by joining as a full Scrum Team member, participating in inspection, often facilitating the event, and supporting continuous improvement and empiricism. This balanced participation ensures that the Retrospective remains a powerful mechanism for learning and adaptation rather than a ritualistic meeting.

NEW QUESTION # 39

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities.

Which two activities are part of the Product Owner role according to Scrum?

Answer:

Explanation:

According to Scrum, the Product Owner is accountable for maximizing the value of the product and for effective Product Backlog management. Two key activities that are explicitly part of this role are:

1. Ordering the Product Backlog to Maximize Value

The Product Owner is responsible for ordering the Product Backlog so that the most valuable work is done first. This ordering

- * Business and customer value,
- * Risk and uncertainty,
- * Strategic goals and learning from previous Sprints.

2. Ensuring Product Backlog Items Are Transparent, Clear, and Understood The Product Owner ensures that Product Backlog Items are:

- * Clearly expressed,
- * Transparent to the Scrum Team and stakeholders,
- * Understood well enough for Developers to select them during Sprint Planning

NEW QUESTION # 40

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