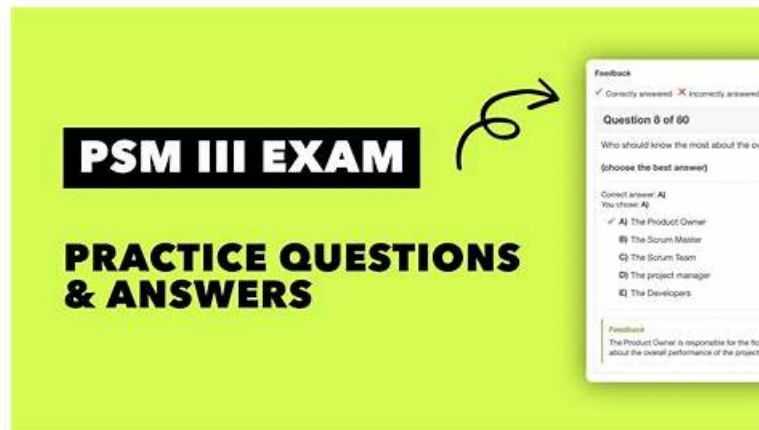


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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q29-Q34):

NEW QUESTION # 29

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 # 30

Learning turns into 'validated learning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?

Answer:

Explanation:

A key way a Product Owner applies validated learning is by adapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.

Through inspection of:

- * The Product Increment during the Sprint Review,
 - * Stakeholder and user feedback,
 - * Measured outcomes such as usage, value, or risk reduction,
- the Product Owner assesses whether assumptions about value, users, or direction are valid. This learning becomes validated only when it is reflected in changed decisions, such as:
- * Reordering Product Backlog items,
 - * Adding or removing backlog items,
 - * Adjusting or even abandoning a Product Goal.

In other words, validated learning is applied when the Product Owner uses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

NEW QUESTION # 31

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 # 32

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, notwithstanding 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 # 33

In what way does Scrum encourage ethical behaviour, doing "the right thing", in software development?

Answer:

Explanation:

Scrum encourages ethical behaviour in software development by creating a framework that promotes transparency, accountability, quality, and respect for stakeholders, all of which are grounded in the Scrum Values. Rather than prescribing ethical rules, Scrum embeds ethical behaviour into the way work is organized and delivered.

First, Scrum promotes ethics through its focus on delivering valuable, high-quality working products. The Scrum Guide emphasizes delivering usable Increments that meet a shared Definition of Done. By prioritizing quality and value for both the organization and end-users, Scrum discourages practices such as cutting corners, hiding technical debt, or delivering misleading progress, which are ethically questionable.

Second, Scrum strongly supports transparency, a core pillar of empiricism. All significant aspects of the work—such as progress, impediments, risks, and uncertainties—are made visible through artifacts and events.

This transparency encourages honesty about what can and cannot be achieved and prevents unethical behaviour such as misreporting status or concealing problems until it is too late.

Third, Scrum encourages accountability at both individual and team levels. Clear accountabilities for the Product Owner, Developers, and Scrum Master ensure that responsibility is not diffused or avoided. Teams are accountable for delivering value, improving their way of working, and meeting their commitments. This accountability fosters ethical decision-making and ownership of outcomes. Fourth, Scrum supports ethical behaviour through continuous learning and improvement. Sprint Retrospectives create a structured opportunity to reflect on mistakes, share knowledge, and improve processes and practices. This openness to learning promotes humility, integrity, and a willingness to correct issues rather than ignoring or rationalizing them. Finally, Scrum is explicitly guided by the Scrum Values of Commitment, Courage, Focus, Respect, and Openness, which form its ethical foundation.

- * Commitment encourages teams to do what they say they will do.
- * Courage enables individuals to raise concerns, admit problems, and challenge unethical practices.
- * Focus helps teams concentrate on delivering real value rather than superficial outputs.
- * Respect ensures consideration for colleagues, stakeholders, and end-users.
- * Openness promotes honesty about progress, challenges, and uncertainty.

NEW QUESTION # 34

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