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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q30-Q35):

NEW QUESTION # 30

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 # 31

How does the Cone of Uncertainty influence the work being done by a development team during a product's development lifetime?

Answer:

Explanation:

The Cone of Uncertainty describes how the level of uncertainty in a product's requirements, technology, and value is highest at the beginning of a product's lifetime and gradually decreases as knowledge is gained. This concept strongly influences the type of work a development team performs throughout the product's development lifecycle and aligns well with Scrum's empirical approach.

Early Stage: High Uncertainty and Discovery Work

At the start of a product's development lifetime, many unknowns exist. These may relate to customer needs, technical feasibility, usability, or business value. According to Scrum's empirical nature, teams should not assume certainty where it does not exist.

Therefore, early development work focuses primarily on discovery.

During this stage, the Development Team works to reduce uncertainty by:

- * Conducting research and experiments,
- * Building prototypes or spikes,
- * Testing assumptions with users,
- * Validating technical and business hypotheses.

This type of work helps the team learn quickly and avoid premature commitment to detailed solutions. The goal is not maximizing feature output, but maximizing learning and reducing risk.

Middle Stage: Reduced Uncertainty and Feature Development

As important unknowns are discovered and addressed, the Cone of Uncertainty narrows. The team gains confidence in what to build and how to build it. At this point, work increasingly shifts toward delivering functional stories and features that provide direct value to users.

Development during this phase focuses on:

- * Building usable, integrated product increments,
- * Expanding functionality based on validated learning,
- * Refining features through feedback and inspection.

Scrum supports this transition by enabling frequent inspection and adaptation through Sprints, ensuring that learning continues while value delivery accelerates.

Late Stage: Low Uncertainty and Operational Work

Toward the end of a product's development lifetime, most significant uncertainties have been resolved.

According to Evidence-Based Management (EBM), Unrealized Value becomes low, while Current Value is high. At this stage, the volume of new feature development typically decreases.

The team's work becomes more operational in nature, such as:

- * Maintenance and optimization,
- * Improving performance or stability,
- * Addressing technical debt,
- * Supporting existing users.

Investment decisions increasingly focus on sustaining value rather than discovering new opportunities.

NEW QUESTION # 32

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 # 33

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 reflects:

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

Through this activity, the Product Owner ensures that the Scrum Team is always working on what matters most.

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.

This does not mean writing detailed requirements alone, but collaborating so that shared understanding exists.

NEW QUESTION # 34

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 # 35

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