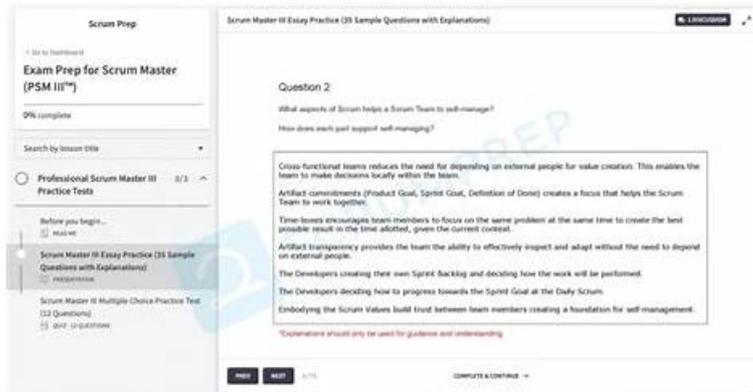


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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q16-Q21):

NEW QUESTION # 16

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 # 17

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 # 18

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 # 19

A fellow Scrum Master asks for your input. His team members see no value in defining a Sprint goal and he has trouble explaining its use to them. What would you tell this Scrum Master?

Answer:

Explanation:

If team members see no value in defining a Sprint Goal, this indicates a fundamental misunderstanding of Scrum. As a Scrum Master, I would explain to my fellow Scrum Master that the Sprint Goal is a core element of Scrum and is essential for alignment, commitment, and empiricism.

First, the Sprint Goal explains why the Scrum Team is doing the work in the Sprint. According to the Scrum Guide, the Sprint Goal is the single objective for the Sprint and provides coherence to the Sprint Backlog. Without a clear "why," Sprint work becomes a collection of unrelated tasks rather than a purposeful effort to deliver value. The Sprint Goal helps the team understand the intent behind the selected Product Backlog Items and aligns daily decisions with that intent.

Second, the Sprint Goal represents a commitment by the Scrum Team. The team commits to doing everything in its power to achieve the Sprint Goal, even though the specific scope may evolve. This commitment fosters focus and shared accountability. Instead of optimizing for individual tasks, the team optimizes for achieving the Sprint Goal as a whole.

Third, the Sprint Goal actually creates flexibility rather than restricting it. When new discoveries, risks, or opportunities emerge during the Sprint, the team can adapt the Sprint Backlog as long as those changes do not endanger the Sprint Goal. This allows the team to respond to change while maintaining stability of purpose.

Without a Sprint Goal, change becomes arbitrary and increases the risk of losing focus.

Fourth, the Sprint Goal enables effective inspection and adaptation. During the Daily Scrum, the team inspects progress toward the Sprint Goal and adapts their plan accordingly. Similarly, at the Sprint Review, stakeholders can inspect whether the Sprint Goal was met. Without a Sprint Goal, there is no meaningful benchmark for inspection.

Finally, it is important to be clear that without a Sprint Goal, Scrum is not being practiced as intended.

The Sprint Goal is a required element of Scrum, and removing it undermines transparency and weakens the empirical foundation of the framework.

NEW QUESTION # 20

Your team's Product Owner approaches you for a word in private. She expresses some concerns she has about the team's commitment and productivity. She has noticed that comparable teams within the development organization have a higher average velocity. How would you handle this situation?

Answer:

Explanation:

When a Product Owner raises concerns about the team's commitment and productivity based on comparisons of velocity with other teams, this signals a need for coaching on empiricism, transparency, and appropriate use of Scrum metrics. As a Scrum Master, my response would focus on reframing the discussion from output comparison to value delivery and continuous improvement.

First, I would explain that velocity is a team-specific, contextual measure. Velocity reflects how much work a specific team completes within a given context, using its own Definition of Done, skills, tooling, and domain complexity. The Scrum Guide does not define velocity as a performance or comparison metric.

Comparing velocity across teams is misleading and risks encouraging dysfunctional behavior, such as inflating estimates, cutting quality, or gaming the system. Therefore, a higher velocity does not automatically indicate higher productivity, commitment, or value delivery.

Second, I would explore the Product Owner's underlying concern rather than focusing on velocity itself.

Often, concerns about velocity are proxies for deeper issues such as:

- * Missed Sprint Goals,
- * Unmet stakeholder expectations,
- * Slow value delivery,
- * Quality problems or unpredictability.

As a Scrum Master, I would help the Product Owner articulate what outcome they are truly worried about, and then guide the discussion toward metrics and observations that better reflect those concerns, such as progress toward Product Goals, customer feedback, Increment quality, or predictability over time.

Third, I would reinforce the importance of empiricism and transparency. If there are genuine concerns about commitment or effectiveness, these should be inspected using transparent evidence within the team's own context. The Sprint Review and Sprint Retrospective provide structured opportunities to inspect outcomes and ways of working. Rather than privately judging the team based on external comparisons, these concerns should be addressed openly and constructively with the Scrum Team.

Fourth, I would coach the Product Owner on Scrum Values, particularly Respect and Openness. Assuming lower commitment based on velocity comparisons risks undermining trust and psychological safety. Scrum encourages respecting the team as capable professionals and being open to learning what is actually limiting their effectiveness. Blame-oriented comparisons reduce the likelihood of honest inspection and improvement.

Finally, if improvement is needed, the Scrum Master should support the Scrum Team in identifying and addressing impediments. This may involve examining workload, technical debt, unclear backlog items, excessive dependencies, or organizational constraints. The focus should be on enabling the team to improve sustainably, not on pushing them to match another team's numbers.

NEW QUESTION # 21

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