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Israel Defense Forces  
@IDF



Following the completion of an initial examination regarding a photograph published earlier today of an IDF soldier harming a Christian symbol, it was determined that the photograph depicts an IDF soldier operating in southern Lebanon.

The IDF views the incident with great severity and emphasizes that the soldier's conduct is wholly inconsistent with the values expected of its troops.

The incident is being investigated by the Northern Command and is currently being addressed through the chain of command. Appropriate measures will be taken against those involved in accordance with the findings.

Furthermore, the IDF is working to assist the community in restoring the statue to its place.

The IDF is operating to dismantle the terrorist infrastructure established by Hezbollah in southern Lebanon, and has no intention of harming civilian infrastructure, including religious buildings or religious symbols.

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## Sample Scrum PSM-III Questions Pdf, Brindumps PSM-III Pdf

In recent years, some changes are taking place in this line about the new points are being constantly tested in the PSM-III real exam. So our experts highlights the new type of questions and add updates into the PSM-III practice materials, and look for shifts closely when they take place. At the same time, as we can see that the electronic devices are changing our life day by day, our PSM-III study questions are also developed to apply all kinds of electronic devices.

## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q24-Q29):

NEW QUESTION # 24

Decisions to optimise value and control risk are made based on the perceived state of the artefacts. What events and practises can improve transparency over the artefacts? Explain why.

**Answer:**

Explanation:

In Scrum, decisions to optimize value and control risk depend on the perceived state of the artifacts. If artifacts are not transparent, inspection and adaptation become ineffective, leading to poor decisions. Scrum therefore defines specific events and practices to improve transparency and support empirical decision-making.

Scrum Events That Improve Artifact Transparency

Sprint Planning improves transparency by aligning the Scrum Team on the current state of the Product Backlog and the Product Increment. The Product Owner explains backlog ordering and objectives, while Developers assess what is feasible based on the current Increment and Definition of Done. This shared understanding reduces risk by creating a realistic Sprint Goal.

Daily Scrum improves transparency of the Sprint Backlog. Developers inspect progress toward the Sprint Goal and make visible emerging risks, dependencies, and impediments. Daily inspection ensures that deviations are discovered early, enabling fast adaptation and reducing delivery risk.

Sprint Review improves transparency of the Product Increment and Product Backlog. Stakeholders directly inspect the Increment and provide feedback. This exposes assumptions, validates value, and informs Product Backlog adaptation, helping optimize future value and reduce market risk.

Sprint Retrospective improves transparency of process-related aspects that influence the artifacts. By inspecting ways of working, tools, skills, and the Definition of Done, the team identifies improvements that increase artifact quality and reliability over time.

Practices That Improve Transparency

A clear and shared Definition of Done ensures transparency of the Product Increment. It creates a common understanding of what "complete" means and prevents hidden work or misleading progress.

Product Backlog refinement improves transparency by clarifying Product Backlog Items, making assumptions explicit, and reducing uncertainty. Although not a formal Scrum event, refinement supports better inspection and forecasting.

Frequent integration and testing improve transparency by making the real state of the Increment visible early and often. This reduces the risk of late surprises and unintegrated work.

Visible metrics and information radiators (such as Sprint Goals, Sprint Backlogs, and progress toward objectives) help stakeholders and teams understand the state of work without relying on reports or interpretations.

## NEW QUESTION # 25

Your Scrum Team has one month Sprints. The development team argues that since this period is quite long, a Daily Scrum is a bit too much. They instead want a weekly update meeting. What is your opinion on this?

**Answer:**

Explanation:

From a Scrum Master's perspective, replacing the Daily Scrum with a weekly update meeting is not consistent with Scrum and would significantly weaken the team's ability to inspect and adapt effectively, regardless of the Sprint length.

First, Scrum explicitly defines the Daily Scrum as a required event. The Scrum Guide states that the Daily Scrum is a 15-minute event held every working day of the Sprint for the Developers. The length of the Sprint—whether one week or one month—does not change the purpose or necessity of this event. Therefore, by choosing not to have a Daily Scrum, the team would no longer be practicing Scrum, but rather a Scrum-like process.

Second, the Daily Scrum is not a status meeting. Its primary purpose is to allow the Developers to inspect progress toward the Sprint Goal, synchronize their work, and adapt the Sprint Backlog as needed. A weekly meeting dramatically reduces the frequency of inspection and adaptation, delaying the discovery of issues such as integration problems, misalignment, or risks to the Sprint Goal.

Third, removing the Daily Scrum negatively impacts transparency, one of Scrum's three pillars of empiricism. Without daily synchronization, important information about progress, impediments, and discoveries becomes stale or hidden. This reduced transparency increases the likelihood that work will drift away from agreed standards, fail to integrate properly, or no longer support the Sprint Goal by the end of the Sprint.

Fourth, the argument that a one-month Sprint justifies less frequent inspection reflects a misunderstanding of empiricism. Longer Sprints increase risk, which makes frequent inspection and adaptation more important, not less. The Daily Scrum provides a regular opportunity to realign the team and respond early to emerging problems, thereby reducing waste and rework.

Finally, as a Scrum Master, my role is to teach and coach the Scrum Team on the purpose and value of Scrum events. Rather than removing the Daily Scrum, I would help the Developers improve how they use it—for example, ensuring it focuses on progress toward the Sprint Goal and actionable planning for the next 24 hours, instead of turning into a reporting session.

### NEW QUESTION # 26

What is meant by a team or organization practicing 'zombie' or 'mechanical' Scrum?

#### Answer:

##### Explanation:

Practicing 'zombie' or 'mechanical' Scrum refers to an approach where teams and organizations follow the rules and events of Scrum in a superficial manner, merely going through the motions, without embracing the underlying purpose, values, and principles of the framework.

In mechanical Scrum, teams conduct the required events, maintain the prescribed artifacts, and use Scrum terminology, but do so without focusing on value, learning, or outcomes. Scrum events become routine meetings rather than opportunities for inspection and adaptation. The Sprint Goal may exist on paper, but it does not meaningfully guide decisions. As a result, Scrum is reduced to a checklist of practices rather than a framework for solving complex problems.

This approach contrasts sharply with practicing 'Real' Scrum, which is value-driven and goal-oriented.

Real Scrum emphasizes delivering meaningful outcomes for customers and stakeholders, rather than simply completing tasks. Teams focus on achieving the Sprint Goal, maximizing product value, and understanding the impact of their work.

Furthermore, mechanical Scrum often ignores the Scrum Values. Without Courage, teams avoid difficult conversations; without Openness, problems are hidden; without Respect, collaboration suffers; without Commitment and Focus, teams optimize for activity rather than outcomes. This leads to stagnation and missed opportunities for improvement.

In contrast, Real Scrum recognizes that Scrum is a framework, not a rigid methodology. It intentionally leaves room for teams and organizations to discover and adopt additional practices that support empiricism, continuous improvement, and stakeholder satisfaction. These practices are chosen to reinforce Scrum's core values, not to replace them.

### NEW QUESTION # 27

Someone from the HR department approaches you. They regret to inform you that the Product Owner for your team is absent starting today and will be unavailable for the rest of this sprint. The Product Owner might be back at work somewhere during the next sprint, but it's all unknown at this point. What should the Scrum team do?

#### Answer:

##### Explanation:

When the Product Owner becomes unexpectedly unavailable, the Scrum Team must respond in a way that preserves continuity, transparency, and value delivery, while respecting Scrum accountabilities.

##### Short-Term Response

In the short term, covering the current Sprint and possibly the next Sprint, the Scrum Team should be able to continue working.

Scrum is designed to be resilient to short-term disruptions. The team can proceed by relying on:

- \* The Product Vision previously communicated by the Product Owner,

- \* The current state and ordering of the Product Backlog, which should already reflect the Product Owner's value decisions.

During this period, the Developers continue to work toward the Sprint Goal, and the Scrum Master ensures that Scrum events take place and remain productive. No one should assume the Product Owner role informally, as this would undermine accountability.

##### Longer-Term Impact

If the Product Owner's absence extends beyond a short period, it becomes an impediment to the Scrum Team.

The Product Owner is accountable for maximizing product value and managing the Product Backlog.

Prolonged absence prevents effective backlog ordering, stakeholder collaboration, and value-based decision-making.

In this case, the Scrum Master must make the impediment visible to the organization. This includes explaining the impact on value delivery and helping leadership understand the need for a clear Product Owner accountability. The organization should then appoint a new Product Owner to ensure continuity of decision-making and accountability.

### NEW QUESTION # 28

The Product Owner asks the Development Team to pick up a very urgent item late in Sprint that was not forecasted, nor is it related to the Sprint Goal. The Development Team believes it can pick this up, as it is close to meeting the Sprint Goal. But, this would involve not meeting their process improvement goal agreed upon during the last Sprint Retrospective. The Product Owner argues that, as it's the highest priority to satisfy the customer, the needs of the customer have a higher priority than the process improvement goal for the team.

What is your view on this as a Scrum Master?

#### Answer:

##### Explanation:

From a Scrum Master's perspective, this situation must be approached by balancing respect for Scrum accountabilities, protection of empiricism, and long-term value delivery, rather than reacting solely to short-term urgency.

First, it is important to reaffirm that the Development Team owns the Sprint Backlog. According to the Scrum Guide, once the Sprint has started, changes to the Sprint Backlog are negotiated only between the Product Owner and the Development Team, and the Development Team has the final say on whether additional work can be taken on. Therefore, the Product Owner cannot unilaterally force the urgent item into the Sprint, even if it represents the highest customer priority. If the Development Team believes it can incorporate the item without jeopardizing the Sprint Goal, it may choose to do so—but this remains their decision.

Second, the Scrum Master should help the Product Owner understand that not all priorities are equal within a Sprint. The Sprint Goal provides focus and stability, and work that is not related to the Sprint Goal introduces risk. While satisfying the customer is important, Scrum explicitly values sustainable improvement and learning. The process improvement goal agreed upon during the Sprint Retrospective represents a deliberate investment in the team's effectiveness. Sacrificing this improvement for short-term delivery may create a local optimization that harms long-term customer value.

Third, the Scrum Master should coach both the Product Owner and the Development Team on the systemic impact of slowing process improvements. Continuous improvement is a core expectation of Scrum, and the Scrum Guide states that the Scrum Team should plan ways to increase quality and effectiveness. When improvement goals are repeatedly deprioritized, delivery predictability, quality, and morale eventually decline—directly affecting customers. Therefore, the Product Owner's argument that customer needs always outweigh improvement work reflects a short-term mindset that the Scrum Master should challenge through education and coaching.

Fourth, this situation should be inspected during the Sprint Retrospective. The team should reflect on why urgent, unplanned work appears late in the Sprint, whether it represents a recurring pattern, and how this impacts Sprint Goals and improvement commitments. The Scrum Master should facilitate this discussion to ensure transparency and learning, rather than blame.

Finally, if this behavior becomes a pattern, the Scrum Master must take a more active stance. This includes teaching and reminding the Scrum Team that at least one improvement from the Sprint Retrospective should be planned into the upcoming Sprint. This protects the intent of the Retrospective and ensures that improvement is not treated as optional or expendable work.

## NEW QUESTION # 29

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