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## Scrum

### PSM-III

Professional Scrum Master III  
QUESTION & ANSWERS

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Scrum certification exams become more and more popular. The certification exams are widely recognized by international community, so increasing numbers of people choose to take Scrum certification test. Among Scrum certification exams, PSM-III is one of the most important exams. So, in order to pass PSM-III test successfully, how do you going to prepare for your exam? Will you choose to study hard examinations-related knowledge, or choose to use high efficient study materials?

## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q10-Q15):

### NEW QUESTION # 10

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 # 11

A Scrum Master is working with a Development Team that has members in different physical locations.

Development Team meets in a variety of meeting rooms and has much to do logistically (for example, setup conference calls) before the Daily Scrum. What action should be Scrum Master take?

#### Answer:

##### Explanation:

When a Development Team is distributed across different physical locations and faces logistical overhead just to start the Daily Scrum, this situation represents an impediment to effective inspection and adaptation. As a Scrum Master, the appropriate action is to enable the team to inspect and adapt more effectively, not to control or manage logistics on their behalf.

##### 1. Help the Team Establish a Stable and Simple Daily Scrum Setup

The Scrum Master should work with the Development Team to inspect and improve how the Daily Scrum is conducted. This may include:

- \* Agreeing on a fixed time and virtual location,
- \* Standardizing tools (e.g., always the same conferencing solution),
- \* Reducing setup effort so the event can start on time and remain within its 15-minute timebox.

This supports transparency and reduces unnecessary waste.

##### 2. Remove or Reduce Organizational and Technical Impediments

If logistical difficulties stem from organizational constraints—such as lack of proper tooling, inadequate rooms, or unreliable communication infrastructure—the Scrum Master should address these as impediments.

This may involve working with IT or management to provide stable tools that enable smooth collaboration.

### 3. Coach the Team Toward Self-Management

Rather than running the Daily Scrum or handling logistics personally, the Scrum Master should coach the Developers to self-manage how they organize the event. The goal is for the team to own and continuously improve the Daily Scrum in a way that fits their distributed context.

### NEW QUESTION # 12

The process of regular inspection and adaptation employs knowledgeable and skilled inspectors. What are two ways in which the Product Owner takes the lead in the inspection process?

#### Answer:

##### Explanation:

The Product Owner takes the lead in inspection by focusing on product value and direction, ensuring that learning from evidence directly informs future decisions.

##### 1. Inspecting and Ordering the Product Backlog Based on Evidence

The Product Owner continuously inspects the Product Backlog using information gained from:

- \* Delivered Increments,
- \* Stakeholder feedback,
- \* Market changes and risks.

By ordering and refining the Product Backlog, the Product Owner leads inspection of whether the backlog still reflects the most valuable and relevant work, ensuring that adaptation is based on evidence rather than assumptions.

##### 2. Leading Product Inspection During the Sprint Review

The Product Owner leads inspection during the Sprint Review by framing the conversation around:

- \* The Product Goal,
- \* What value the Increment delivers,
- \* What has been learned.

By engaging stakeholders in inspecting the Increment and guiding discussions about what to do next, the Product Owner ensures that feedback is transformed into Product Backlog adaptation.

### NEW QUESTION # 13

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 # 14

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 # 15

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