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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q27-Q32):

NEW QUESTION # 27
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 # 28

In what ways does the Scrum Master attend the Sprint Retrospective?

Answer:

Explanation:
The Sprint Retrospective is a formal Scrum event where the Scrum Team inspects how the last Sprint went with respect to individuals, interactions, processes, tools, and their Definition of Done, and identifies improvements for future Sprints. The Scrum Master attends the Sprint Retrospective in multiple, complementary ways, consistent with the Scrum Guide.

First, the Scrum Master joins the Sprint Retrospective as a Scrum Team member. The Scrum Guide defines the Scrum Team as consisting of the Product Owner, Developers, and the Scrum Master. Therefore, the Scrum Master is not an external observer but a full participant in the event. As such, the Scrum Master actively inspects people, processes, and tools, and contributes insights based on their perspective and experience, while remaining respectful of the team's self-management.

Second, the Scrum Master often facilitates the Sprint Retrospective. According to the Scrum Guide, the Scrum Master is accountable for ensuring that Scrum events take place and are productive. Facilitation may include helping the team create a safe environment, encouraging openness, ensuring balanced participation, keeping the discussion focused on improvement, and helping the team stay within the timebox. However, facilitation does not imply control; the Scrum Master facilitates to serve the team, not to direct outcomes.

Third, the Scrum Master supports empiricism during the Retrospective. By fostering transparency, encouraging honest inspection, and helping the team identify actionable improvements, the Scrum Master strengthens the Scrum pillars of transparency, inspection, and adaptation. The Scrum Master may also help the team turn improvement ideas into concrete actions that can be planned for the next Sprint.

Finally, the Scrum Master helps ensure that the Sprint Retrospective results in meaningful adaptation. While the Scrum Team decides what improvements to implement, the Scrum Master supports the team in identifying impediments, coaching on improvement techniques, and helping remove organizational or systemic obstacles that are beyond the team's direct control.

In summary, the Scrum Master attends the Sprint Retrospective by joining as a full Scrum Team member, participating in inspection, often facilitating the event, and supporting continuous improvement and empiricism. This balanced participation ensures that the Retrospective remains a powerful mechanism for learning and adaptation rather than a ritualistic meeting.

NEW QUESTION # 29

You have been appointed the Scrum Master for a brand new product your organization is planning to develop.
A Product Owner has also been appointed. Initially, fifteen developers will work on the product. What approaches are common for forming teams for this product, and how do they likely benefit or hinder the Product Development effort?

Answer:

Explanation:
When starting development of a brand new product with fifteen developers, forming effective teams is a critical early decision that significantly influences the success of product development. From a Scrum Master' s perspective, multiple approaches are commonly used in practice. Each approach offers distinct benefits and drawbacks when evaluated against Scrum principles such as self-organization, cross-functionality, and value delivery.

1. Facilitating Teams to Self-Organize
One common approach is to facilitate the developers in forming teams themselves. This approach aligns strongly with Scrum, as the Scrum Guide states that Scrum Teams are self-managing and decide internally how best to accomplish their work.

Benefits:

Allowing teams to self-organize promotesempowerment, ownership, and accountability. Developers can use their existing knowledge of each other's strengths, weaknesses, and working styles to form balanced teams. This often increases motivation and psychological safety, both of which support high performance.

Hindrances:

For a new product, this process can bemessy and time-consuming, especially if developers lack experience in forming effective teams. Teams may optimize for comfort or familiarity rather than cross-functionality, potentially leading to skill gaps or imbalanced teams.

2. Forming Two or Three Cross-Functional Feature Teams

Another common approach is to deliberately formtwo or three cross-functional feature teams, each containing all the skills necessary to deliver working product increments.

Benefits:

This approach closely matches how Scrum describes teams.Cross-functional feature teamscan independently deliverintegrated, "Done" Incrementsof the product, improving flow, reducing dependencies, and supporting empiricism. All necessary skills are available within the team, enabling faster inspection and adaptation.

Hindrances:

In the context of a brand new product, teams may not yet knowwhich skills are actually required, making it difficult to form truly balanced teams upfront. Additionally, specialists may feel isolated and lose regular interaction with peers who share the same expertise across teams.

3. Forming Teams Based on Specialization (Component Teams)

A third approach is to organize teams according totechnical specialization, such as front-end and back-end teams. These are often referred to ascomponent teams.

Benefits:

This structure allows specialists to work closely together, enablingfast knowledge sharing, technical consistency, and deep expertisein specific components of the system. It can feel efficient, especially in the early stages of development.

Hindrances:

From a Scrum perspective, this approach significantly hindersvalue delivery. Component teams struggle to deliver complete, integrated features independently and introduce dependencies and handoffs. This makes it harder to produce a usable Increment each Sprint and isnot how Scrum describes teams, even though it remains a commonly used strategy in many organizations.

Scrum Master Perspective and Conclusion

As a Scrum Master, my role is not to mandate a single team structure, but tocoach and facilitatethe organization toward structures that best enable Scrum. While all three approaches are seen in practice, Scrum clearly favorsself-organizing, cross-functional feature teamsbecause they maximize learning, transparency, and the ability to deliver value each Sprint.

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 beone shared Definition of Done (DoD)that applies toall teamsand tothe entire product Increment.

Single, Shared Definition of Done

Scrum requires that each Increment beusable and potentially releasable. When multiple teams contribute to one product, this means:

* There isone product, not multiple team products,
* There must therefore beone Definition of Donethat 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 includeintegration 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 explicitlynot 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

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 # 32

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