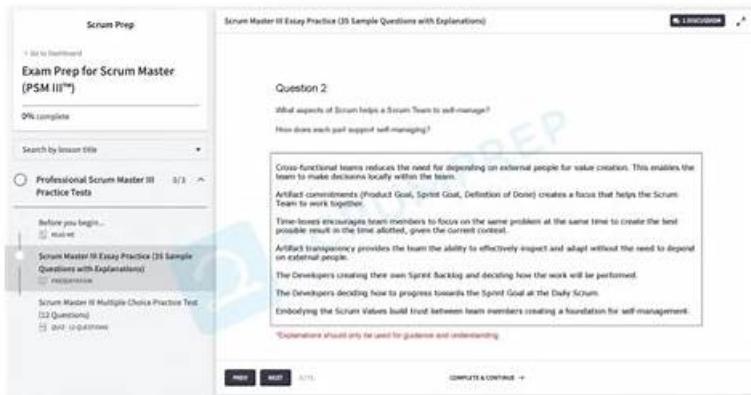# Sample PSM-III Questions Answers & Free Download Exam PSM-III Simulations Promise You to Purchase Safely and Easily

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

NEW QUESTION # 10
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 # 11

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 # 12

Learning turns into 'validated learning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?

Answer:

Explanation:
A key way a Product Owner applies validated learning is by adapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.
Through inspection of:
* The Product Increment during the Sprint Review,

* Stakeholder and user feedback,
* Measured outcomes such as usage, value, or risk reduction,
the Product Owner assesses whether assumptions about value, users, or direction are valid. This learning becomesvalidatedonly when it is reflected inchanged decisions, such as:
* Reordering Product Backlog items,
* Adding or removing backlog items,
* Adjusting or even abandoning a Product Goal.
In other words, validated learning is applied when the Product Owneruses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

NEW QUESTION # 13

In what ways does the ScrumMaster attend the Sprint Retrospective?

Answer:

Explanation:
The Sprint Retrospective is a formal Scrum event where the ScrumTeam inspects how the last Sprint went with respect toindividuals, interactions, processes, tools, and their Definition of Done, and identifies improvements for future Sprints. The Scrum Master attends the Sprint Retrospective inmultiple, complementary ways, consistent with the ScrumGuide.
First, the ScrumMasterjoins the Sprint Retrospective as a ScrumTeam member. The ScrumGuide defines the ScrumTeam as consisting of the Product Owner, Developers, and the ScrumMaster. Therefore, the ScrumMaster is not an external observer but afull participantin the event. As such, the ScrumMaster activelyinspects people, processes, and tools, and contributes insights based on their perspective and experience, while remaining respectful of the team's self-management.
Second, the ScrumMaster oftenfacilitates the Sprint Retrospective. According to the ScrumGuide, the ScrumMaster is accountable for ensuring that Scrumevents take place and are productive. Facilitation may include helping the teamcreate 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 ScrumMaster facilitatesto serve the team, not to direct outcomes.
Third, the ScrumMastersupports empiricismduring the Retrospective. By fostering transparency, encouraging honest inspection, and helping the teamidentify actionable improvements, the ScrumMaster strengthens the Scrumpillars oftransparency, inspection, and adaptation. The ScrumMaster may also help the teamturn improvement ideas into concrete actions that can be planned for the next Sprint.
Finally, the ScrumMaster helps ensure that the Sprint Retrospective results inmeaningful adaptation. While the ScrumTeam decides what improvements to implement, the ScrumMaster 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 ScrumMaster attends the Sprint Retrospective byjoining as a full ScrumTeam member, participating in inspection,often facilitating the event, andsupporting 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 # 14

In what way does Scrumencourage ethical behaviour, doing "the right thing", in software development?

Answer:

Explanation:
Scrumencourages 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 ScrumValues. Rather than prescribing ethical rules, Scrum embeds ethical behaviour into the way work is organized and delivered.
First, Scrumpromotes ethics through its focus ondelivering valuable, high-quality working products. The ScrumGuide emphasizes delivering usable Increments that meet a shared Definition of Done. By prioritizing quality and value for both the organization and end-users, Scrumdiscourages practices such as cutting corners, hiding technical debt, or delivering misleading progress, which are ethically questionable.
Second, Scrumstrongly supporttransparency, 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, Scrumencouragesaccountabilityat both individual and teamlevels. Clear accountabilities for the Product Owner, Developers, and ScrumMaster 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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