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## PSM-III Exam Guide Materials - Examcollection PSM-III Free Dumps

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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q26-Q31):

### NEW QUESTION # 26

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 # 27**

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 logically (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 # 28**

Every Sprint has a Sprint Review. What is the purpose and result of this event?

#### **Answer:**

Explanation:

The Sprint Review is a formal Scrum Event held at the end of each Sprint to inspect the outcome of the Sprint and adapt the Product Backlog if needed. Its primary purpose is to enable empirical decision-making by involving both the Scrum Team and stakeholders in inspecting the product and determining what to do next.

#### **Purpose of the Sprint Review**

The main purpose of the Sprint Review is to inspect the "Done" Product Increment in the context of overall product progress. During this event:

- \* The Scrum Team presents the Increment that meets the Definition of Done.
- \* The Developers explain what was delivered, what was not delivered, and the challenges encountered.
- \* Stakeholders actively inspect the product, often by using it, rather than reviewing documents or reports.

This inspection provides real, hands-on feedback and creates a shared understanding of the current state of the product and its direction.

#### **Result of the Sprint Review**

The Sprint Review results in heightened transparency for all participants. By jointly inspecting the Increment, new insights emerge about customer needs, market conditions, risks, and opportunities. These insights inform conversations about what is needed next. Based on this shared understanding:

- \* The Product Owner collaborates with stakeholders and the Scrum Team to adapt and update the Product Backlog.
- \* Completed work is accepted or further work is identified.
- \* New Product Backlog Items may be added, reordered, or refined to reflect the latest understanding of the product.

The Sprint Review does not aim to approve or reject work formally, but to enable learning and adaptation.

### **NEW QUESTION # 29**

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 # 30**

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 # 31**

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