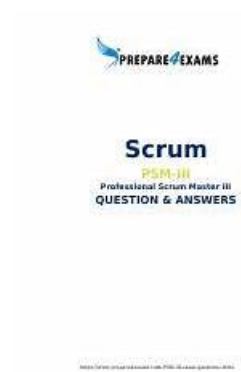


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## Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q15-Q20):

### NEW QUESTION # 15

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 # 16

During a retrospective, one of the more junior developers confesses he has a hard time getting his opinion heard. When discussing the work to be done, the more experienced developers often don't let him finish his sentences or disregard what he has to say. What Scrum Values are touched upon here?

#### Answer:

##### Explanation:

The situation described directly touches on several core Scrum Values, which guide behavior and collaboration within Scrum Teams. In particular, the values of Courage, Respect, and Openness are most prominently involved.

First, the value of Courage is demonstrated by the junior developer. Speaking up about feeling unheard, especially in front of more experienced colleagues, requires personal courage. Scrum encourages team members to be brave in raising difficult or uncomfortable issues so that problems can be addressed rather than ignored. Without courage, important impediments to collaboration and effectiveness would remain hidden.

Second, the situation highlights a lack of Respect in team interactions. Scrum emphasizes that Scrum Team members respect each other as capable, independent individuals. Interrupting a colleague or disregarding their input—regardless of seniority—undermines this value. Respect is essential for effective collaboration and for creating an environment where all team members can contribute fully.

Third, the value of Openness is central to this scenario. Scrum Teams are expected to be open about challenges, feedback, and differing perspectives. Openness also means being receptive to ideas from all team members, independent of role, experience level, or background. Disregarding input from a junior developer contradicts Scrum's emphasis on openness and reduces the quality of decision-making.

### NEW QUESTION # 17

A Scrum Team has been working on a product for nine Sprints. A new Product Owner comes in, understanding he is accountable for the Product Backlog. However, he is unsure about his responsibilities.

Which two activities are part of the Product Owner role according to Scrum?

#### Answer:

##### Explanation:

According to Scrum, the Product Owner is accountable for maximizing the value of the product and for effective Product Backlog management. Two key activities that are explicitly part of this role are:

1. Ordering the Product Backlog to Maximize Value

The Product Owner is responsible for ordering the Product Backlog so that the most valuable work is done first. This ordering reflects:

- \* Business and customer value,
- \* Risk and uncertainty,

- \* Strategic goals and learning from previous Sprints.

Through this activity, the Product Owner ensures that the Scrum Team is always working on what matters most.

2. Ensuring Product Backlog Items Are Transparent, Clear, and Understood The Product Owner ensures that Product Backlog Items are:

- \* Clearly expressed,

- \* Transparent to the Scrum Team and stakeholders,

- \* Understood well enough for Developers to select them during Sprint Planning.

This does not mean writing detailed requirements alone, but collaborating so that shared understanding exists.

### NEW QUESTION # 18

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 # 19

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 the 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 # 20

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