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## Scrum Professional Scrum Master level III (PSM III) Sample Questions

## (Q33-Q38):

### NEW QUESTION # 33

The Product Owner remains distant. He/she has handed over the required Product Backlog for the Sprint but is not collaborating with the Development Team during the Sprint. What are valuable actions for a Scrum Master?

#### Answer:

##### Explanation:

A distant Product Owner represents a risk to value delivery, transparency, and empiricism. While the Product Owner has provided a Product Backlog for the Sprint, lack of collaboration during the Sprint undermines learning and informed decision-making. As a Scrum Master, the focus should be on coaching, enabling collaboration, and addressing systemic impediments, not substituting for the Product Owner.

#### 1. Make the Impact Transparent

The Scrum Master should help make the impact of the Product Owner's absence visible:

- \* Reduced ability to clarify Product Backlog Items,
- \* Slower decision-making when discoveries occur,
- \* Increased risk to the Sprint Goal and product value.

This transparency should be established through respectful conversations with the Product Owner and, if needed, through Scrum events such as the Sprint Retrospective.

#### 2. Coach the Product Owner on Accountability

The Scrum Guide states that the Product Owner is accountable for maximizing value and Product Backlog management, which requires ongoing collaboration with Developers. The Scrum Master should coach the Product Owner to understand that handing over a backlog at Sprint Planning is not sufficient and that availability during the Sprint is essential for empiricism.

#### 3. Enable Better Collaboration Without Replacing the Product Owner

The Scrum Master should help create opportunities for collaboration, such as:

- \* Encouraging regular clarification moments during the Sprint,
- \* Improving Product Backlog refinement so fewer questions remain unanswered,
- \* Helping Developers prepare focused questions to use limited Product Owner availability effectively.

However, the Scrum Master must not take over Product Owner responsibilities, as this would blur accountabilities.

#### 4. Address Organizational Causes

If the Product Owner's distance is due to workload, role confusion, or organizational pressure, this becomes an organizational impediment. The Scrum Master should raise this issue with leadership and help the organization understand the risk of an unavailable Product Owner to product outcomes.

### NEW QUESTION # 34

How does the Cone of Uncertainty influence the work being done by a development team during a product's development lifetime?

#### Answer:

##### Explanation:

The Cone of Uncertainty describes how the level of uncertainty in a product's requirements, technology, and value is highest at the beginning of a product's lifetime and gradually decreases as knowledge is gained. This concept strongly influences the type of work a development team performs throughout the product's development lifecycle and aligns well with Scrum's empirical approach.

#### Early Stage: High Uncertainty and Discovery Work

At the start of a product's development lifetime, many unknowns exist. These may relate to customer needs, technical feasibility, usability, or business value. According to Scrum's empirical nature, teams should not assume certainty where it does not exist. Therefore, early development work focuses primarily on discovery.

During this stage, the Development Team works to reduce uncertainty by:

- \* Conducting research and experiments,
- \* Building prototypes or spikes,
- \* Testing assumptions with users,
- \* Validating technical and business hypotheses.

This type of work helps the team learn quickly and avoid premature commitment to detailed solutions. The goal is not maximizing feature output, but maximizing learning and reducing risk.

#### Middle Stage: Reduced Uncertainty and Feature Development

As important unknowns are discovered and addressed, the Cone of Uncertainty narrows. The team gains confidence in what to build and how to build it. At this point, work increasingly shifts toward delivering functional stories and features that provide direct value to users.

Development during this phase focuses on:

- \* Building usable, integrated product increments,
- \* Expanding functionality based on validated learning,
- \* Refining features through feedback and inspection.

Scrum supports this transition by enabling frequent inspection and adaptation through Sprints, ensuring that learning continues while value delivery accelerates.

Late Stage: Low Uncertainty and Operational Work

Toward the end of a product's development lifetime, most significant uncertainties have been resolved.

According to Evidence-Based Management (EBM), Unrealized Value becomes low, while Current Value is high. At this stage, the volume of new feature development typically decreases.

The team's work becomes more operational in nature, such as:

- \* Maintenance and optimization,
- \* Improving performance or stability,
- \* Addressing technical debt,
- \* Supporting existing users.

Investment decisions increasingly focus on sustaining value rather than discovering new opportunities.

### NEW QUESTION # 35

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 # 36

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 # 37

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 # 38

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