Vendor: Scrum

Exam Code: PSM-III

Exam Name: Professional Scrum Master III

Version: DEMO

QUESTION 1
Which of these are Scrum Artifacts and which one posses commitment? (choose the 3 answers)

A. For the Increment, its commitment is the Definition of Done.
B. For the Sprint, its commitment is the Scrum Values.
C. For the Sprint Goal, its commitment is the Definition of Done
D. For the Sprint Backlog, its commitment is the Sprint Goal.
E. For the Product Backlog, its commitment is the Product Goal.

Answer: ADE
Explanation:
Scrum Guide:
Each artifact contains a commitment to ensure it provides information that enhances
transparency and focus against which progress can be measured:
For the Product Backlog it is the Product Goal.
For the Sprint Backlog it is the Sprint Goal.
For the Increment it is the Definition of Done.
These commitments exist to reinforce empiricism and the Scrum values for the Scrum Team and
their stakeholders.

QUESTION 2
In Scrum, we use the term "Forecast" when planning.
Why is that?

A. Using the term Forecasting raises transparency because it is a term common to project and
    process methodologies.
B. It brings awareness to the fact that when planning, the team is looking ahead and not everything
    is certain. The team cannot commit to the plan not changing, it's a prediction based upon what is
    known today.
C. It emphasizes the difference between Scrum and plan-driven approaches.
D. Forecasting is part of the Scrum Framework, emphasizing its importance and preventing those
    new to Scrum from leaving it out.

Answer: B
Explanation:
Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes
from experience and making decisions based on what is observed. Lean thinking reduces waste
and focuses on the essentials.
Scrum employs an iterative, incremental approach to optimize predictability and to control risk.
Scrum engages groups of people who collectively have all the skills and expertise to do the work
and share or acquire such skills as needed.
Sprint Planning
Topic Two: What can be Done this Sprint?
Through discussion with the Product Owner, the Developers select items from the Product
Backlog to include in the current Sprint. The Scrum Team may refine these items during this
process, which increases understanding and confidence.
Selecting how much can be completed within a Sprint may be challenging. However, the more
the Developers know about their past performance, their upcoming capacity, and their Definition
of Done, the more confident they will be in their Sprint forecasts.

QUESTION 3
During a meeting at the start of a brand new software development initiative with Scrum, a

stakeholder tells all those assembled, that he doesn't "believe" in Scrum. Traditional project management limits business risk by setting a deadline and budget. He says Scrum does not offer any of this and is, therefore, a high-risk approach he is not willing to take.
What is your reply?

A. Explain that in complex product development, discoveries are made along the way. No guarantees can be given. Risk is inherent to building software.
B. Explain that those traditional approaches always went over budget, time while delivering low value, unmaintainable products.
C. Yell "OK Sir." while insisting he go "live with the dinosaurs".
D. Explain that Scrum limits risk by frequent inspection and adaptation mechanism, and in every Sprint, a product Increment is created by the Scrum Team, and by doing so, we become able to respond to change and address risk when it occurs.

Answer: A
Explanation:
It's tempting to go off the rails, but let's promote Scrum. Scrum does manage risk, with the early delivery of a valuable product.

QUESTION 4
You are the Scrum Master on a newly formed Scrum Team.
Which of the following activities would probably help the Scrum Team be more productive in the first Sprint? (choose all that apply)

A. Have the Product Owner discuss the product or project, its history, goals, and context, as well as answer questions.
B. Ensure the Scrum Team members are compatible.
C. Have the development managers for each Developers introduce their direct reports and go over their responsibilities on the Scrum Team
D. Have the Scrum Team members introduce themselves to each other and give a brief background of their skills and work history.
E. Ensure the definition of "done" is known and understood.
F. Have the Developers identify and discuss the process for turning the Product Backlog Item into an increment of potentially shippable software.

Answer: ADEF
Explanation:
Scrum Guide:
Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value for each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how.
The Product Owner is also accountable for effective Product Backlog management, which includes:
- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating Product Backlog items;
- Ordering Product Backlog items; and,
- Ensuring that the Product Backlog is transparent, visible and understood.

The Definition of Done is a formal description of the state of the Increment when it meets the quality measures required for the product.
The moment a Product Backlog item meets the Definition of Done, an Increment is born.

QUESTION 5
Agility often requires a change in organizational culture and how individuals, teams, and those around them behave.
Which of the following statements would enable positive change? (choose all that apply)

A. Enabling self-management within Scrum Teams
B. The Product Owner should focus on Value, Flow and Quality
C. The Scrum Master of the team acts as a subject matter expert and provides technical solutions to the team.
D. The Scrum Team forecasts to the Sprint Goal and commits the Sprint Backlog
E. Guiding the Scrum Team members to discover what works best for them.
F. Coaching people in Scrum and positive team behavior by gradually embodying the Scrum Values
G. The Product Owner should focus on quality by expanding the definition of "Done" every Sprint Retrospective.

Answer: ABEF
Explanation:
Scrum Guide:
The fundamental unit of Scrum is a small team of people, a Scrum Team. The Scrum Team consists of one Scrum Master, one Product Owner, and Developers. Within a Scrum Team, there are no sub-teams or hierarchies. It is a cohesive unit of professionals focused on one objective at a time, the Product Goal. Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how.
The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide. They do this by helping everyone understand Scrum theory and practice, both within the Scrum Team and the organization. The Scrum Master is accountable for the Scrum Team's effectiveness. They do this by enabling the Scrum Team to improve its practices, within the Scrum framework. Scrum Masters are true leaders who serve the Scrum Team and the larger organization. The Scrum Master serves the Scrum Team in several ways, including:
Coaching the team members in self-managementwww.dumpspandacross-functi.comnality; The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.
How this is done may vary widely across organizations, Scrum Teams, and individuals.

QUESTION 6
You are the Scrum Master for three Scrum Teams working on the same project. There is one Product Backlog that all three teams must select from. There is one codebase. All three Scrum Teams come to you because they are anticipating a problem in the upcoming two Sprints. Each Scrum Team needs full- time support from an external person, Mary.
Mary is the only DBA with check-in/checkout permission for the database subschema they will be changing. The Scrum Team claim that they can't proceed into these Sprints without Mary, full time, on their team.
What do you do?

Answer:

The Scrum Master can suggest that the Scrum Team collaborates with the Product Owner to re-order the Product Backlog items in a way that Mary can serve one team full-time in a Sprint while other teams work on items that do not require Mary immediately.
It can be also an opportunity for the Developers from the Development Teams with an interest in Mary's domain that could volunteer to take on this work in their respective teams, so they are exercising self- management and also improving their skills, becoming even more cross-functional. As the Scrum Master serves the organization by leading, training, and coaching the

organization in its Scrum adoption; Planning and advising Scrum implementations within the organization according to the Scrum guide, I can also help the organization on aiming to change this structure where they have only Mary as DBA with checking/checkout permission and share these skills and permissions with others, guiding this organization on improving the cross-functionality of its teams.

Detail

In case you have your own experience in those scenarios, techniques, and learnings, you can describe them to help sustain your answer.

QUESTION 7

On a project with one Product Backlog, your management has given you six Scrum Teams.
You are the Scrum Master.
What criteria should you use when you distribute the Product Backlog items among the Scrum Teams?

Answer:

According to the Scrum Guide, a Scrum requires a Scrum Master to foster an environment where the Scrum Team turns a selection of the work into an Increment of value during a Sprint. Hence, the Scrum Master does not distribute work from Product Backlog, the Scrum Teams are self-managing and they are empowered and encouraged to select their own work items while collaborating with the Product Owner. Therefore, all Scrum Teams working on the same product should share the same Product Goal, Product Backlog, and Product Owner.

The Scrum Master could facilitate the Sprint Planning, working with the Product Owner, minimizing dependencies between teams, and helping the Scrum Teams to inspect and adapt their workload based on their past performance, their upcoming capacity, and their Definition of Done, and by doing so, they become more confident on what they can forecast for the Sprint. Then, using Sprint Reviews to inspect the combined, integrated increment the Scrum teams produce and adapt accordingly.

Detail

In case you have your own experience in those scenarios, techniques, and learnings, you can describe them to help sustain your answer.

QUESTION 8

What would be an example of a Scrum team member displaying unethical behavior?

Answer:

Some broadly defined examples: knowingly creating low-quality products; withholding important information; not helping team-members; working in a way that damages the team, stakeholders, or end-users; not respecting others' opinions; going against agreements made. Knowing the Scrum values but ignoring or not living them. Producing product increments that are not compliant with the definition of done or ignoring it. Working on items or task that comes from outside the Product Backlog and hide it from the Scrum Team.

Detail

In case you have your own experience in those scenarios, you can describe them to help sustain your answer.

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