

有效的PSM-III考試證照|第一次嘗試輕鬆學習並通過考試和專業的Scrum Professional Scrum Master level III (PSM III)



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>> PSM-III考試證照 <<

Scrum PSM-III考古題分享 - PSM-III熱門考題

VCESoft是一個專門提供IT認證考試資料的網站，它的考試資料通過率達到100%，這也是大多數考生願意相信VCESoft網站的原因之一，VCESoft網站一直很關注廣大考生的需求，以最大的能力在滿足考生們的需要，VCESoft Scrum的PSM-III考試培訓資料是一個空前絕後的IT認證培訓資料，有了它，你將來的職業生涯將風雨無阻。

最新的 Professional Scrum Master PSM-III 免費考試真題 (Q28-Q33):

問題 #28

Decisions to optimise value and control risk are made based on the perceived state of the artefacts. What events and practises can improve transparency over the artefacts? Explain why.

答案：

解題說明：

In Scrum, decisions to optimize value and control risk depend on the perceived state of the artifacts. If artifacts are not transparent, inspection and adaptation become ineffective, leading to poor decisions. Scrum therefore defines specific events and practices to improve transparency and support empirical decision-making.

Scrum Events That Improve Artifact Transparency

Sprint Planning improves transparency by aligning the Scrum Team on the current state of the Product Backlog and the Product Increment. The Product Owner explains backlog ordering and objectives, while Developers assess what is feasible based on the current Increment and Definition of Done. This shared understanding reduces risk by creating a realistic Sprint Goal.

Daily Scrum improves transparency of the Sprint Backlog. Developers inspect progress toward the Sprint Goal and make visible emerging risks, dependencies, and impediments. Daily inspection ensures that deviations are discovered early, enabling fast adaptation and reducing delivery risk.

Sprint Review improves transparency of the Product Increment and Product Backlog. Stakeholders directly inspect the Increment and provide feedback. This exposes assumptions, validates value, and informs Product Backlog adaptation, helping optimize future value and reduce market risk.

Sprint Retrospective improves transparency of process-related aspects that influence the artifacts. By inspecting ways of working, tools, skills, and the Definition of Done, the team identifies improvements that increase artifact quality and reliability over time.

Practices That Improve Transparency

A clear and shared Definition of Done ensures transparency of the Product Increment. It creates a common understanding of what "complete" means and prevents hidden work or misleading progress.

Product Backlog refinement improves transparency by clarifying Product Backlog Items, making assumptions explicit, and reducing uncertainty. Although not a formal Scrum event, refinement supports better inspection and forecasting.

Frequent integration and testing improve transparency by making the real state of the Increment visible early and often. This reduces the risk of late surprises and unintegrated work.

Visible metrics and information radiators (such as Sprint Goals, Sprint Backlogs, and progress toward objectives) help stakeholders and teams understand the state of work without relying on reports or interpretations.

問題 #29

One of the Scrum events is the Sprint Review. How does the Sprint Review enable empiricism? What would the impact be if some members of the development team were not present?

答案：

解題說明：

The Sprint Review is a key Scrum Event that directly enables empiricism, which is the foundation of Scrum.

Empiricism is based on making decisions using what is known, observed, and learned, supported by the pillars of transparency, inspection, and adaptation. The Sprint Review operationalizes these pillars at the product level.

How the Sprint Review Enables Empiricism

First, the Sprint Review creates transparency by making the current state of the product visible. During the event, the Scrum Team presents a "Done" Product Increment that meets the Definition of Done. Stakeholders can see and often use the actual product rather than relying on reports or assumptions. This shared visibility ensures that discussions are grounded in reality.

Second, the Sprint Review enables inspection. The Scrum Team and stakeholders jointly inspect the Increment and assess progress toward product goals. The Developers provide context about what was delivered, what was not, and what challenges were encountered. This inspection is focused on outcomes and value, not individual performance.

Third, the Sprint Review supports adaptation. Based on the inspection and feedback, new insights emerge about customer needs, market conditions, risks, and opportunities. The Product Owner uses this information to adapt the Product Backlog, reordering items, adding new work, or refining existing items. This completes the empirical feedback loop by ensuring future decisions are based on the latest evidence.

Impact of Development Team Members Not Attending the Sprint Review

If some Developers are not present at the Sprint Review, empiricism is weakened.

First, transparency decreases. Developers possess critical, first-hand knowledge about implementation details, technical trade-offs, constraints, and risks. Without their presence, stakeholders receive an incomplete picture of the Increment and its implications.

Second, inspection becomes less effective. Stakeholders may ask questions about behavior, limitations, or quality that only Developers can accurately answer. The absence of Developers limits meaningful dialogue and reduces the quality of inspection.

Third, adaptation suffers. Decisions about what to do next—such as changes to scope, priorities, or technical direction—depend on accurate understanding. Without Developers participating, adaptations to the Product Backlog may be based on assumptions rather than evidence, increasing the risk of poor decisions.

Finally, excluding Developers undermines Scrum Values, particularly Respect and Openness, by treating the Sprint Review as a reporting event rather than a collaborative working session. This can lead to disengagement and reduced shared ownership of product outcomes.

問題 #30

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

答案:

解題說明:

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.

問題 #31

A Development Team, arguing it is self-organising, indicates it no longer needs the Daily Scrum; they collaborate throughout the day and they feel it has become a needless ritual.

答案:

解題說明:

A Development Team claiming self-organization as a reason to stop the Daily Scrum reflects a misunderstanding of both self-management and the purpose of Scrum events. As a Scrum Master, I would address this through teaching, coaching, and empiricism rather than enforcement.

Daily Scrum Is Mandatory in Scrum

First, it must be made clear that the Daily Scrum is a required Scrum event. The Scrum Guide defines it as a 15-minute event held every working day of the Sprint for the Developers. Choosing to eliminate it means the team is no longer practicing Scrum, regardless of how well they collaborate informally.

Self-Organization Does Not Mean Skipping Empiricism

Self-organizing (self-managing) teams decide how to do the work, not whether to inspect and adapt. Scrum events exist to uphold empirical process control. The Daily Scrum specifically enables:

- * Transparency about progress toward the Sprint Goal,
- * Inspection of the Sprint Backlog and current plan,
- * Adaptation of work for the next 24 hours.

Informal collaboration throughout the day does not replace the shared, intentional inspection moment that the Daily Scrum provides.

The Daily Scrum Is Not a Ritual or Status Meeting

If the Daily Scrum feels like a needless ritual, this is a signal that it is not being used correctly. It should not be a status report or a meeting for the Scrum Master or Product Owner. Instead, it is a planning event for the Developers, focused on how to best achieve the Sprint Goal.

As a Scrum Master, I would coach the team to improve the Daily Scrum, for example by:

- * Centering the discussion on progress toward the Sprint Goal,

- * Making impediments and risks explicit,
- * Using different formats that suit the team's context.

Risks of Removing the Daily Scrum

Removing the Daily Scrum reduces transparency and delays inspection and adaptation. Problems such as integration issues, misalignment, or threats to the Sprint Goal may surface too late, increasing risk and waste.

Over time, this undermines predictability and value delivery.

問題 #32

The process of regular inspection and adaptation employs knowledgeable and skilled inspectors. What are two ways in which the Product Owner takes the lead in the inspection process?

答案：

解題說明：

The Product Owner takes the lead in inspection by focusing on product value and direction, ensuring that learning from evidence directly informs future decisions.

1. Inspecting and Ordering the Product Backlog Based on Evidence

The Product Owner continuously inspects the Product Backlog using information gained from:

- * Delivered Increments,
- * Stakeholder feedback,
- * Market changes and risks.

By ordering and refining the Product Backlog, the Product Owner leads inspection of whether the backlog still reflects the most valuable and relevant work, ensuring that adaptation is based on evidence rather than assumptions.

2. Leading Product Inspection During the Sprint Review

The Product Owner leads inspection during the Sprint Review by framing the conversation around:

- * The Product Goal,
- * What value the Increment delivers,
- * What has been learned.

By engaging stakeholders in inspecting the Increment and guiding discussions about what to do next, the Product Owner ensures that feedback is transformed into Product Backlog adaptation.

問題 #33

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