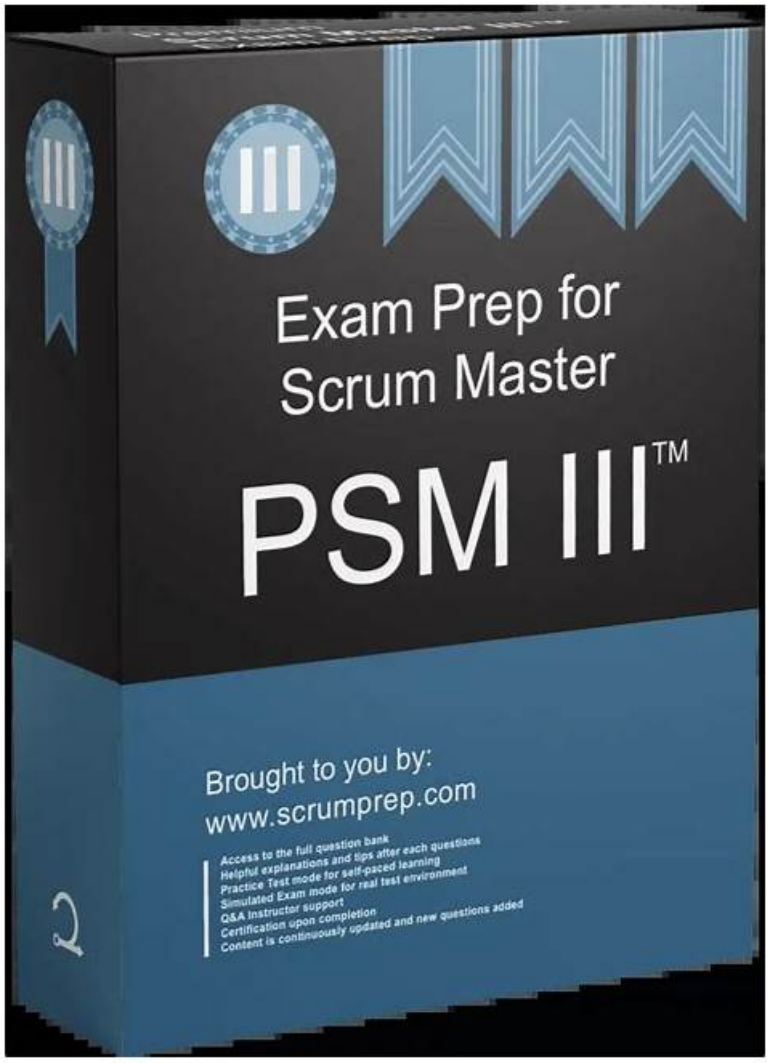
# PSM-III試験の準備方法｜有効的なPSM-III試験内容試験｜100％合格率のProfessional Scrum Master level III (PSM III)問題集無料

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**>> PSM-III試験内容 <<**

## Scrum PSM-III問題集無料、PSM-III的中問題集

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## Scrum Professional Scrum Master level III (PSM III) 認定 PSM-III 試験問題 (Q16-Q21):

**質問 # 16**
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?

**正解：**

解説：
TheSprint Reviewis a key Scrum Event that directly enablesempiricism, which is the foundation of Scrum.
Empiricism is based on making decisions using what is known, observed, and learned, supported by the pillars oftransparency, inspection, and adaptation. The Sprint Review operationalizes these pillars at the product level.
How the Sprint Review Enables Empiricism
First, the Sprint Review createstransparencyby making the current state of the product visible. During the event, the Scrum Team presents a"Done" Product Incrementthat 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 enablesinspection. 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 supportsadaptation. 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 underminesScrum Values, particularlyRespect 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.

**質問 # 17**
When working on one software product with multiple Scrum teams in Scrum Nexus, what is important about dependenciesof the planned Backlog Items and integration of the work being done?

**正解：**

解説：
When multiple Scrum Teams work together on a single product usingScrum Nexus, managing dependencies and ensuring effective integration are critical to delivering a usable Increment each Sprint. Scrum Nexus extends Scrum by explicitly addressing the complexity that arises from multiple teams working on the same product.
First,dependencies between teams should be minimized. Dependencies reduce autonomy, slow feedback, and increase risk. In Nexus, Product Backlog Items should be ordered and refined in such a way that work with strong dependencies is keptwithin a single team whenever possible. This supports cross-functionality at the team level and reduces the coordination overhead required between teams.
Second, when dependencies cannot be avoided, they must be madetransparent and actively managed. The Nexus framework encourages early identification of dependencies during Nexus Sprint Planning so that teams can coordinate their work effectively. However, the goal remains to continuously reduce dependencies over time through better backlog ordering, architecture improvements, and skill broadening.
Third,integration of work is vital and takes precedence over completing all planned work. In Scrum Nexus, an Increment is only

considered "Done" when the work of all teams is fully integrated and meets the shared Definition of Done. Unintegrated work, even if technically complete by an individual team, does not provide value and increases risk.
Fourth, integration must occurearly and often during the Sprint, not only at the end. Continuous integration helps uncover issues sooner, supports frequent inspection, and enables timely adaptation. Delaying integration increases the likelihood of defects, rework, and failure to produce a usable Increment.

**質問 # 18**
Your Scrum Team has one month Sprints. The development team argues that since this period is quite long, a Daily Scrum isa bit too much. They instead want a weekly update meeting. What is your opinion on this?

**正解：**

解説：
From a Scrum Master's perspective, replacing the Daily Scrum with a weekly update meeting isnot consistent with Scrumand would significantly weaken the team's ability to inspect and adapt effectively, regardless of the Sprint length.
First, Scrum explicitly defines theDaily Scrum as a required event. The Scrum Guide states that the Daily Scrum is a 15-minute event held every working day of the Sprint for the Developers. The length of the Sprint-whether one week or one month-does not change the purpose or necessity of this event. Therefore, by choosing not to have a Daily Scrum, the team wouldno longer be practicing Scrum, but rather a Scrum- like process.
Second, the Daily Scrum isnot a status meeting. Its primary purpose is to allow the Developers toinspect progress toward the Sprint Goal, synchronize their work, andadapt the Sprint Backlogas needed. A weekly meeting dramatically reduces the frequency of inspection and adaptation, delaying the discovery of issues such as integration problems, misalignment, or risks to the Sprint Goal.
Third, removing the Daily Scrum negatively impactstransparency, one of Scrum's three pillars of empiricism. Without daily synchronization, important information about progress, impediments, and discoveries becomes stale or hidden. This reduced transparency increases the likelihood that work will drift away from agreed standards, fail to integrate properly, or no longer support the Sprint Goal by the end of the Sprint.
Fourth, the argument that a one-month Sprint justifies less frequent inspection reflects a misunderstanding of empiricism. Longer Sprintsincrease risk, which makes frequent inspection and adaptation more important, not less. The Daily Scrum provides a regular opportunity to realign the team and respond early to emerging problems, thereby reducing waste and rework.
Finally, as a Scrum Master, my role is toteach and coachthe Scrum Team on the purpose and value of Scrum events. Rather than removing the Daily Scrum, I would help the Developers improve how they use it-for example, ensuring it focuses on progress toward the Sprint Goal and actionable planning for the next 24 hours, instead of turning into a reporting session.

**質問 # 19**
What artifacts are part of Scrum, and during which Scrum Events are they likely to be the subject of inspection?

**正解：**

解説：
Scrum defines three coreartifactsthat provide transparency into the work being done and the value being delivered: theProduct Backlog, theSprint Backlog, and theProduct Increment. Each artifact is inspected at specific Scrum Events to support empiricism throughtransparency, inspection, and adaptation.
Product Backlog
TheProduct Backlogis an ordered list of everything that is known to be needed in the product and is the single source of work for the Scrum Team.
* It isinspected during Sprint Planning, where the Scrum Team selects Product Backlog Items to work on and aligns them with the Sprint Goal.
* It is alsoinspected during the Sprint Review, where stakeholders and the Scrum Team review progress and adapt the Product Backlog based on feedback and new insights.
* In addition, the Product Backlog is continuously inspected and adapted duringBacklog Management (often called refinement). While this activity is essential, it isnot a Scrum event in the strict sense.
Sprint Backlog
TheSprint Backlogconsists of the Sprint Goal, the selected Product Backlog Items for the Sprint, and a plan for delivering them.
* It iscreated and inspected during Sprint Planning, where the Developers forecast the work needed to achieve the Sprint Goal.
* It isinspected daily during the Daily Scrum, as Developers assess progress toward the Sprint Goal and adapt their plan accordingly.
* It may also beinspected during the Sprint Reviewto provide transparency into what was planned versus what was accomplished.
Product Increment

TheProduct Incrementis the sum of all completed Product Backlog Items during the Sprint and previous Sprints that meet the Definition of Done.
* It isinspected during Sprint Planning, to understand the current state of the product and determine what can be built next.
* It isinspected during the Sprint Review, where stakeholders evaluate the Increment and provide feedback.
* The Increment may also be inspected at any time to support transparency and decision-making.
Continuous Inspection Beyond Events
While Scrum defines specific events where artifacts are commonly inspected, the Scrum Guide emphasizes thatartifacts may be inspected at any time, as long as the inspection does not hinder progress. Scrum encouragesfrequent inspectionto enable timely adaptation and reduce risk.

**質問 # 20**
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?

**正解：**

解説：
A distant Product Owner represents arisk 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 oncoaching, 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 absencevisible:
* 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 formaximizing valueandProduct 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 isnot sufficientand 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 mustnot 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.

**質問 # 21**
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