Scrum PSM-III Exam | PSM-III独学書籍 -パスを助ける PSM-III: Professional Scrum Master level III (PSM III)試験

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>> PSM-III独学書籍 <<

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Scrum Professional Scrum Master level III (PSM III) 認定 PSM-III 試験問題 (Q32-Q37):

質問＃32

Someone from the HR department approaches you. They regret to inform you that the Product Owner for your team is absent starting today and will be unavailable for the rest of this sprint. The Product Owner might be back at work somewhere during the next sprint, but it's all unknown at this point. What should the Scrum team do?

正解：

解説：
When the Product Owner becomes unexpectedly unavailable, the Scrum Team must respond in a way that preserves continuity, transparency, and value delivery, while respecting Scrum accountabilities.
Short-Term Response
In the short term, covering the current Sprint and possibly the next Sprint, the Scrum Team should be able to continue working.
Scrum is designed to be resilient to short-term disruptions. The team can proceed by relying on:
* The Product Vision previously communicated by the Product Owner,
* The current state and ordering of the Product Backlog, which should already reflect the Product Owner's value decisions.
During this period, the Developers continue to work toward the Sprint Goal, and the Scrum Master ensures that Scrum events take place and remain productive. No one should assume the Product Owner role informally, as this would undermine accountability.
Longer-Term Impact
If the Product Owner's absence extends beyond a short period, it becomes an impediment to the Scrum Team.
The Product Owner is accountable for maximizing product value and managing the Product Backlog.
Prolonged absence prevents effective backlog ordering, stakeholder collaboration, and value-based decision- making.
In this case, the Scrum Master must make the impediment visible to the organization. This includes explaining the impact on value delivery and helping leadership understand the need for a clear Product Owner accountability. The organization should then appoint a new Product Owner to ensure continuity of decision- making and accountability.

質問＃33
You have been appointed the Scrum Master for a brand new product your organization is planning to develop.
A Product Owner has also been appointed. Initially, fifteen developers will work on the product. What approaches are common for forming teams for this product, and how do they likely benefit or hinder the Product Development effort?

正解：

解説：
When starting development of a brand new product with fifteen developers, forming effective teams is a critical early decision that significantly influences the success of product development. From a Scrum Master' s perspective, multiple approaches are commonly used in practice. Each approach offers distinct benefits and drawbacks when evaluated against Scrum principles such as self-organization, cross-functionality, and value delivery.
1. Facilitating Teams to Self-Organize
One common approach is to facilitate the developers in forming teams themselves. This approach aligns strongly with Scrum, as the Scrum Guide states that Scrum Teams are self-managing and decide internally how best to accomplish their work.
Benefits:
Allowing teams to self-organize promotes empowerment, ownership, and accountability. Developers can use their existing knowledge of each other's strengths, weaknesses, and working styles to form balanced teams. This often increases motivation and psychological safety, both of which support high performance.
Hindrances:
For a new product, this process can be messy and time-consuming, especially if developers lack experience in forming effective teams. Teams may optimize for comfort or familiarity rather than cross-functionality, potentially leading to skill gaps or imbalanced teams.
2. Forming Two or Three Cross-Functional Feature Teams
Another common approach is to deliberately form two or three cross-functional feature teams, each containing all the skills necessary to deliver working product increments.
Benefits:
This approach closely matches how Scrum describes teams. Cross-functional feature teams can independently deliver integrated, "Done" Increments of the product, improving flow, reducing dependencies, and supporting empiricism. All necessary skills are available within the team, enabling faster inspection and adaptation.
Hindrances:
In the context of a brand new product, teams may not yet know which skills are actually required, making it difficult to form truly balanced teams upfront. Additionally, specialists may feel isolated and lose regular interaction with peers who share the same expertise across teams.
3. Forming Teams Based on Specialization (Component Teams)
A third approach is to organize teams according to technical specialization, such as front-end and back-end teams. These are often

referred to ascomponent teams.

Benefits:

This structure allows specialists to work closely together, enablingfast knowledge sharing, technical consistency, and deep expertisein specific components of the system. It can feel efficient, especially in the early stages of development.

Hindrances:

From a Scrum perspective, this approach significantly hindersvalue delivery. Component teams struggle to deliver complete, integrated features independently and introduce dependencies and handoffs. This makes it harder to produce a usable Increment each Sprint and isnot how Scrum describes teams, even though it remains a commonly used strategy in many organizations.

Scrum Master Perspective and Conclusion

As a Scrum Master, my role is not to mandate a single team structure, but tocoach and facilitatethe organization toward structures that best enable Scrum. While all three approaches are seen in practice, Scrum clearly favorsself-organizing, cross-functional feature teamsbecause they maximize learning, transparency, and the ability to deliver value each Sprint.

質問＃34
How can leadership of an agile organization help self-organizing teams get the most out of Scrum?

正解：

解説：

Leadership plays a critical role in enabling self-organizing teams to succeed with Scrum. While Scrum Teams are self-managing, organizational leadership must create the conditions in which Scrum can thrive. This support is expressed through behaviors that reinforce empiricism, accountability, and continuous improvement, rather than through command-and-control practices.

First, leadership can help by actively supporting self-organization and Scrum adoption. This includes trusting teams to decide how they do their work, resisting the urge to micromanage, and reinforcing Scrum practices and values across the organization. Leaders who understand and support Scrum help protect teams from external pressure that undermines self-management.

Second, leaders should learn about Agile and Scrum and understand how to interact with Scrum Teams effectively. This knowledge enables leadership to engage in ways that are helpful rather than disruptive-for example, collaborating through Scrum events instead of bypassing the Product Owner or directly assigning work to Developers. Informed interaction strengthens alignment while preserving team autonomy.

Third, leadership must respect Scrum accountabilities, especially the authority of the Product Owner.

Respecting Product Owner decisions on ordering the Product Backlog ensures clear accountability for maximizing value. When leadership overrides or bypasses the Product Owner, it undermines transparency, focus, and trust within the Scrum Team.

Fourth, leadership can significantly support teams by removing impediments that are beyond the team's control. These may include organizational policies, structural constraints, tooling limitations, or conflicting incentives. By actively addressing such impediments, leadership enables teams to improve their effectiveness and deliver value more consistently.

Finally, leadership should provide a clear organizational vision and strategy. A compelling vision and coherent strategy give Scrum Teams a sense of purpose and direction, helping them understand how their work contributes to broader organizational goals. This clarity supports better decision-making, alignment, and motivation at the team level without prescribing detailed solutions.

質問＃35
What would be an example of a development team member displaying unethical behaviour?

正解：

解説：

An example of unethical behaviour by a Development Team member in Scrum isknowingly delivering low- quality or non-secure softwarewhile 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 underminesCommitment to quality andCourage, as the individual avoids addressing difficult issues or raising concerns.

Another unethical example iswithholding important informationfrom the Scrum Team or stakeholders. This may include hiding risks, downplaying impediments, or not being transparent about progress or challenges.

Such behaviour violatesOpennessand damages trust, which is essential for empiricism and effective collaboration.

Unethical behaviour may also be expressed throughfailing 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 ofRespect. 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.

質問 #36

Learning turns into 'validated learning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?

正解：

解説：
A key way a Product Owner applies validated learning is by adapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.
Through inspection of:
* The Product Increment during the Sprint Review,
* Stakeholder and user feedback,
* Measured outcomes such as usage, value, or risk reduction,
the Product Owner assesses whether assumptions about value, users, or direction are valid. This learning becomes validated only when it is reflected in changed decisions, such as:
* Reordering Product Backlog items,
* Adding or removing backlog items,
* Adjusting or even abandoning a Product Goal.
In other words, validated learning is applied when the Product Owner uses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

質問 #37
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