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>> PSM-IIIトレーニング費用 <<

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Scrum Professional Scrum Master level III (PSM III) 認定 PSM-III 試験問題 (Q22-Q27):

質問 # 22

You are a Scrum Master working with a Scrum Team. The Development Team constantly complain that requirements are not clear enough. The Product Owner claims she is too busy to provide extra clarity. What should you do?

正解:

解説:

This situation represents a breakdown in Product Backlog transparency and collaboration, which directly threatens empiricism and value delivery. As a Scrum Master, my responsibility is not to solve the problem myself, but to enable the Scrum Team and the organization to resolve it.

1. Reframe the Problem: Requirements vs. Product Backlog

First, I would help both parties reframe the issue. In Scrum, we do not work with "requirements" in a traditional, fixed sense.

Instead, we work with a Product Backlog that is emergent, ordered, and continuously refined. Lack of clarity in Product Backlog Items means that the backlog is not in a usable state, which is an impediment to the Developers.

2. Make the Impact Transparent

Next, I would facilitate a conversation to make the impact of unclear backlog items transparent:

- * Developers cannot reliably forecast work,
- * Sprint Goals are put at risk,
- * Rework and waste increase,
- * Delivery of value slows down.

This conversation should involve the Product Owner and be grounded in evidence, not blame. The goal is shared understanding of the consequences, not assigning fault.

3. Reinforce Product Owner Accountability

The Scrum Guide is clear that the Product Owner is accountable for maximizing value and for Product Backlog management, which includes ensuring that Product Backlog Items are clear, understood, and ordered. Being "too busy" does not remove this accountability. As a Scrum Master, I would coach the Product Owner to recognize that insufficient availability is itself an organizational impediment.

4. Enable Collaboration, Not Handoffs

At the same time, I would coach the Developers that clarity is often co-created, not simply provided. Scrum encourages close collaboration between Developers and the Product Owner. Techniques such as:

- * Regular Product Backlog refinement,
- * Joint discussions during Sprint Planning,
- * Asking focused questions around the Sprint Goal, can significantly improve shared understanding without relying on detailed upfront specifications.

5. Address Organizational Constraints

If the Product Owner's lack of availability is due to organizational overload or competing responsibilities, this becomes a systemic impediment. In that case, the Scrum Master must raise this issue to the organization and help leadership understand that a Product Owner who is not sufficiently available puts product outcomes at risk.

質問 # 23

The Product Owner asks the Development Team to pick up a very urgent item late in Sprint that was not forecasted, nor is it related to the Sprint Goal. The Development Team believes it can pick this up, as it is close to meeting the Sprint Goal. But, this would involve not meeting their process improvement goal agreed upon during the last Sprint Retrospective. The Product Owner argues that, as it's the highest priority to satisfy the customer, the needs of the customer have a higher priority than the process improvement goal for the team.

What is your view on this as a Scrum Master?

正解:

解説:

From a Scrum Master's perspective, this situation must be approached by balancing respect for Scrum accountabilities, protection of empiricism, and long-term value delivery, rather than reacting solely to short-term urgency.

First, it is important to reaffirm that the Development Team owns the Sprint Backlog. According to the Scrum Guide, once the Sprint has started, changes to the Sprint Backlog are negotiated only between the Product Owner and the Development Team, and the Development Team has the final say on whether additional work can be taken on. Therefore, the Product Owner cannot unilaterally force the urgent item into the Sprint, even if it represents the highest customer priority. If the Development Team believes it can incorporate the item without jeopardizing the Sprint Goal, it may choose to do so—but this remains their decision.

Second, the Scrum Master should help the Product Owner understand that not all priorities are equal within a Sprint. The Sprint Goal provides focus and stability, and work that is not related to the Sprint Goal introduces risk. While satisfying the customer is important, Scrum explicitly values sustainable improvement and learning. The process improvement goal agreed upon during the Sprint Retrospective represents a deliberate investment in the team's effectiveness. Sacrificing this improvement for short-term delivery may create a local optimization that harms long-term customer value.

Third, the Scrum Master should coach both the Product Owner and the Development Team on the systemic impact of slowing process improvements. Continuous improvement is a core expectation of Scrum, and the Scrum Guide states that the Scrum Team should plan ways to increase quality and effectiveness. When improvement goals are repeatedly deprioritized, delivery predictability, quality, and morale eventually decline—directly affecting customers. Therefore, the Product Owner's argument that customer needs always outweigh improvement work reflects a short-term mindset that the Scrum Master should challenge through education and coaching.

Fourth, this situation should be inspected during the Sprint Retrospective. The team should reflect on why urgent, unplanned work appears late in the Sprint, whether it represents a recurring pattern, and how this impacts Sprint Goals and improvement commitments. The Scrum Master should facilitate this discussion to ensure transparency and learning, rather than blame.

Finally, if this behavior becomes a pattern, the Scrum Master must take a more active stance. This includes teaching and reminding the Scrum Team that at least one improvement from the Sprint Retrospective should be planned into the upcoming Sprint. This protects the intent of the Retrospective and ensures that improvement is not treated as optional or expendable work.

質問 # 24

When working on one software product with multiple Scrum teams in Scrum Nexus, what is important about dependencies of 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 using Scrum 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 kept within 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 made transparent 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 occur early 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 # 25

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 # 26

What risk is introduced if not all Development Team members are present for the Daily Scrum?

正解:

解説:

If not all Development Team members are present at the Daily Scrum, several risks are introduced that undermine empiricism, collaboration, and the team's ability to achieve the Sprint Goal.

First, transparency is reduced. The Daily Scrum exists to create a shared understanding of progress, plans, and impediments. When some Developers are absent, their work, discoveries, risks, or impediments are not fully visible to the rest of the team. This results in an incomplete or inaccurate picture of the Sprint Backlog's current state.

Second, inspection becomes ineffective. The Daily Scrum is the primary event where Developers inspect progress toward the Sprint Goal. Missing perspectives means that inspection is based on partial information, increasing the likelihood that important issues—such as integration problems, dependencies, or quality concerns—go unnoticed until later in the Sprint.

Third, adaptation is delayed or suboptimal. Without full participation, the team may make planning adjustments that do not account for all constraints or opportunities. This can lead to rework, misalignment, or duplicated effort, and increases the risk of failing to meet the Sprint Goal.

Fourth, the absence of team members weakens collective ownership and accountability. The Daily Scrum reinforces that the Developers are jointly responsible for the Sprint Goal. Regular absence can create silos, reduce collaboration, and signal that shared planning and alignment are optional.

Finally, over time, inconsistent attendance can turn the Daily Scrum into a status meeting for those present, rather than a collaborative planning event for the whole team. This undermines Scrum Values, particularly Commitment, Respect, and Openness.

質問 # 27

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