

# PSM-III資格取得講座 & PSM-III前提条件



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>> PSM-III資格取得講座 <<

## 一生懸命にPSM-III資格取得講座 & 合格スムーズPSM-III前提条件 | 最新のPSM-III資格関連題

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## Scrum Professional Scrum Master level III (PSM III) 認定 PSM-III 試験問題 (Q14-Q19):

### 質問 # 14

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 # 15

What is Scrum's relation to Empiricism/ Empirical Process Control?

正解:

解説:

Scrum is fundamentally based on Empiricism, also referred to as Empirical Process Control. This means that Scrum recognizes that complex work, such as software development, cannot be fully understood or predicted upfront. Instead, decisions are made based on experience, observation, and evidence, forming a continuous closed feedback loop.

Empirical Process Control rests on three pillars: Transparency, Inspection, and Adaptation. Scrum provides a structured framework of roles, events, and artifacts that explicitly support and reinforce each of these pillars.

Transparency

Transparency ensures that all significant aspects of the process and product are visible to those responsible for the outcome. In Scrum, transparency is created through clearly defined artifacts such as the Product Backlog, Sprint Backlog, and Product Increment, each governed by a shared Definition of Done. Scrum Events further enhance transparency by creating regular opportunities to share progress, challenges, and current state.

Without transparency, inspection would be misleading and ineffective.

Inspection

Scrum prescribes frequent and regular inspection of both the product and the process. Each Scrum Event serves as an inspection point:

- \* The Daily Scrum inspects progress toward the Sprint Goal,

- \* The Sprint Review inspects the Increment and adapts the Product Backlog,

- \* The Sprint Retrospective inspects the team's ways of working.

These inspections are intentionally timeboxed and lightweight to avoid excessive overhead while still enabling timely feedback.

Adaptation

Inspection is meaningful only if it leads to adaptation. Scrum explicitly enables adaptation by allowing changes to plans, processes, and backlog content based on what is learned. The Sprint Backlog may be adapted during the Sprint, the Product Backlog is adapted after the Sprint Review, and team practices are adapted following the Sprint Retrospective.

Closed Feedback Loop

Together, transparency, inspection, and adaptation form a closed feedback loop. Scrum's short iterations (Sprints) ensure that learning occurs frequently, enabling the Scrum Team and stakeholders to respond quickly to change, reduce risk, and improve outcomes over time.

#### 質問 # 16

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 # 17

Your team's Product Owner approaches you for a word in private. She expresses some concerns she has about the team's commitment and productivity. She has noticed that comparable teams within the development organization have a higher average velocity. How would you handle this situation?

正解:

解説:

When a Product Owner raises concerns about the team's commitment and productivity based on comparisons of velocity with other teams, this signals a need for coaching on empiricism, transparency, and appropriate use of Scrum metrics. As a Scrum Master, my response would focus on reframing the discussion from output comparison to value delivery and continuous improvement.

First, I would explain that velocity is a team-specific, contextual measure. Velocity reflects how much work a specific team completes within a given context, using its own Definition of Done, skills, tooling, and domain complexity. The Scrum Guide does not define velocity as a performance or comparison metric.

Comparing velocity across teams is misleading and risks encouraging dysfunctional behavior, such as inflating estimates, cutting quality, or gaming the system. Therefore, a higher velocity does not automatically indicate higher productivity, commitment, or value delivery.

Second, I would explore the Product Owner's underlying concern rather than focusing on velocity itself.

Often, concerns about velocity are proxies for deeper issues such as:

- \* Missed Sprint Goals,
- \* Unmet stakeholder expectations,
- \* Slow value delivery,
- \* Quality problems or unpredictability.

As a Scrum Master, I would help the Product Owner articulate what outcome they are truly worried about, and then guide the discussion toward metrics and observations that better reflect those concerns, such as progress toward Product Goals, customer feedback, Increment quality, or predictability over time.

Third, I would reinforce the importance of empiricism and transparency. If there are genuine concerns about commitment or effectiveness, these should be inspected using transparent evidence within the team's own context. The Sprint Review and Sprint Retrospective provide structured opportunities to inspect outcomes and ways of working. Rather than privately judging the team based on external comparisons, these concerns should be addressed openly and constructively with the Scrum Team.

Fourth, I would coach the Product Owner on Scrum Values, particularly Respect and Openness. Assuming lower commitment based on velocity comparisons risks undermining trust and psychological safety. Scrum encourages respecting the team as capable professionals and being open to learning what is actually limiting their effectiveness. Blame-oriented comparisons reduce the likelihood of honest inspection and improvement.

Finally, if improvement is needed, the Scrum Master should support the Scrum Team in identifying and addressing impediments. This may involve examining workload, technical debt, unclear backlog items, excessive dependencies, or organizational constraints. The focus should be on enabling the team to improve sustainably, not on pushing them to match another team's numbers.

### 質問 # 18

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

正解:

解説:

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.

## 質問 # 19

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