PSM-III受験練習参考書、PSM-III認定テキスト
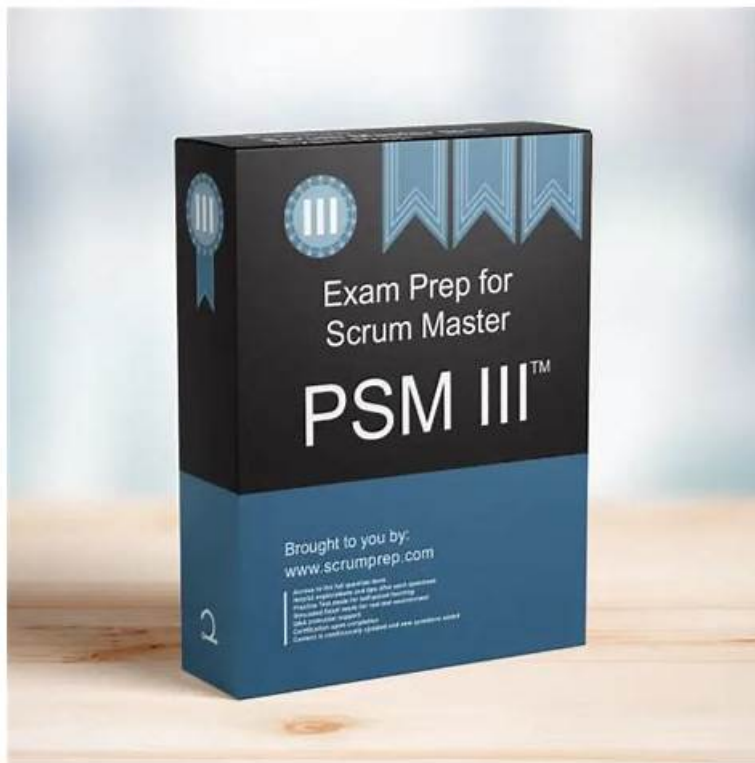
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>> PSM-III受験練習参考書 <<

試験の準備方法-効果的なPSM-III受験練習参考書試験-検証するPSM-III認定テキスト

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Scrum Professional Scrum Master level III (PSM III) 認定 PSM-III 試験問題 (Q21-Q26):

質問 # 21

"Technical debt is the sole concern of the development team". As a Scrum Master, do you agree with this statement? Why or why not?.

正解：

解説：

As a Scrum Master, I do not agree with the statement that technical debt is the sole concern of the Development Team. While Developers are responsible for recognizing and understanding technical debt, its impact extends far beyond the team and affects agility, quality, and delivery at the product and organizational level.

First, technical debt directly influences a team's ability to remain agile. As technical debt accumulates, the cost and effort required to change the product increase. This slows down development, reduces predictability, and eventually makes it difficult-or even impossible-to deliver working software within reasonable timeframes. When agility is reduced, the entire organization suffers, not just the Development Team.

Second, technical debt has a significant impact on product quality and delivery. High levels of technical debt often lead to defects, instability, and integration problems. This undermines the Scrum principle of delivering a "Done" Increment each Sprint. When the product cannot be reliably delivered or inspected, customers and stakeholders are directly affected, making technical debt a shared concern.

Third, while Developers are best positioned to identify when technical debt occurs, addressing it requires collaboration across the Scrum Team. The Product Owner must understand that not all work in a Sprint will result in new functionality. Investing in reducing technical debt is an investment in future value, sustainability, and delivery capability. Stakeholders also need transparency about this trade-off.

Fourth, Scrum encourages making technical debt visible and addressing it continuously, rather than postponing it indefinitely. This may involve adding technical debt-related work to the Product Backlog and prioritizing it alongside functional work. Treating technical debt as "invisible" or purely technical undermines empiricism and long-term value creation.

質問 # 22

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.

正解：

解説：

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.

質問 # 23

The definition of "Done" describes the work that must be completed for every Product Backlog item before it can be deemed releasable. What should the Development Team do when, during the Sprint, it finds out that a problem outside of their control blocks them from doing all this work?

正解：

解説：

When the Development Team discovers during a Sprint that a problem outside of their control prevents them from completing all work required by the Definition of Done, this situation must be addressed through transparency, inspection, and adaptation, rather than by lowering standards.
1. Make the Impediment Transparent Immediately
The Development Team should make the issue visible as soon as it is discovered. This includes:
* Raising it in the Daily Scrum,
* Clearly stating how it impacts the Sprint Goal and the Definition of Done.
Transparency is critical so that inspection and adaptation are based on reality, not assumptions.
2. Do Not Compromise the Definition of Done
The Definition of Done must not be relaxed or bypassed to "get something done." Lowering quality destroys transparency and creates false progress. If the Definition of Done cannot be met, the work is not Done and should not be considered releasable.
3. Collaborate to Adapt the Sprint Backlog
The Development Team should collaborate with the Product Owner to inspect the impact and adapt the Sprint Backlog. This may include:
* Removing or adjusting affected Product Backlog Items,
* Focusing on work that can still meet the Definition of Done,
* Preserving the Sprint Goal, if possible.
4. Escalate the Impediment Through the Scrum Master
Because the problem is outside the team's control, it qualifies as an impediment. The Scrum Master must help remove or mitigate it by working with the organization or external parties. If the impediment cannot be resolved quickly, its impact should be addressed in planning and stakeholder communication.

質問 # 24

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：

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 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 #25

A ScrumMaster is working with a Development Team that has members in different physical locations.
Development Team meets in a variety of meeting rooms and has much to do logistically (for example, setup conference calls) before the Daily Scrum. What action should be ScrumMaster take?

正解：

解説：

When a Development Team is distributed across different physical locations and faces logistical overhead just to start theDaily Scrum, this situation represents animpediment to effective inspection and adaptation. As a ScrumMaster, the appropriate action is toenable the team to inspect and adapt more effectively, not to control or manage logistics on their behalf.
1. Help the TeamEstablish a Stable and Simple Daily Scrum Setup
The ScrumMaster should work with the Development Team toinspect and improve how the Daily Scrum is conducted. This may include:
* Agreeing on afixed time and virtual location,
* Standardizing tools (e.g., always the same conferencing solution),
* Reducing setup effort so the event can start on time and remain within its 15-minute timebox.
This supports transparency and reduces unnecessary waste.
2. Remove or Reduce Organizational and Technical Impediments
If logistical difficulties stem from organizational constraints-such as lack of proper tooling, inadequate rooms, or unreliable communication infrastructure-the ScrumMaster shouldaddress these as impediments.
This may involve working with IT or management to provide stable tools that enable smooth collaboration.
3. Coach the TeamToward Self-Management
Rather than running the Daily Scrumor handling logistics personally, the ScrumMaster shouldcoach the Developers to self-managehow they organize the event. The goal is for the team to own and continuously improve the Daily Scrumin a way that fits their distributed context.

質問 #26

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