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Question: 1

Early in a project stakeholder analysis is performed: however, an organizational restructure redefines key roles What should the project team do?

- A. Note the changes to the restructure and roles that affect team activities
- B. Use direct engagement and two-way conversation to update the stakeholder analysis for any new stakeholder requirements.
- C. Email a copy of the project vision to those redefined for key roles and ask if they need to be involved in the project
- D. Obtain a copy of the redefined key roles to update the stakeholder analysis

Answer: B

Question: 2

An experienced product owner presents the epics and corresponding stones during a release planning session with the established team. The executive sponsor asks the team when the features will be delivered. What should the agile team do?

- A. Evaluate how much can be delivered based on the Scrum Master's estimation
- B. Identify a set of user stones based on the team's velocity
- C. Initiate an estimation session
- D. Consult historical data for project completion

Answer: C

Question: 3

While struggling to take ownership of delivery an agile team fails to keep up with its sprint commitments What should the agile coach do?

- A. Work with the sponsor to develop team expectations
- B. Provide the customer with a list of deliverables and obtain agreement
- C. Encourage the team to more frequently interact with all stakeholders
- D. Work on finishing upfront product design rather than comprehensive documentation

Answer: C

Question: 4

A development team and product owner disagree on a user story in the product backlog What should the

agile practitioner do?

- A. Have the development team follow the product owner's direction
- B. Openly challenge the product owner in an effort to poke holes in their approach
- C. Facilitate a conversation about the user story between the development team and the product owner
- D. Serve as a nonpartisan evaluator of each option, and provide direction to the development team and product owner

Answer: C

Question: 5

Toward the end of a project the product owner discovers that the project has a high probability of failure due to a critical feature not functioning as expected. What should the product owner do?

- A. Terminate the project to cut losses
- B. Review possible options and make an informed decision to cut losses based on delivered business value
- C. Bring in experts to increase the probability of success
- D. Continue the project, release the product without the failing feature, and fix the feature in a subsequent release

Answer: D

Question: 6

During planning for the next iteration an agile team identifies most of the story points that are expected to be delivered. How should an agile practitioner work with the team to help identify the iteration's remaining scope?

- A. Convince the team to stop planning and keep the size small
- B. Identify the technically minimal and achievable tasks
- C. Refer to the remaining prioritized backlog items
- D. Select some of the smallest items from the backlog

Answer: C

Question: 7

The risk profile of a project has increased beyond the upper threshold of tolerance. The product owner and project leader meet to discuss an approach for dealing with this.

What should the team do next?

- A. Add risk mitigation tasks to the backlog, then prioritize in current and upcoming sprints
- B. Add risk mitigation time to each requirement
- C. Apply the 80/20 rule, reserving 20 percent of each sprint's capacity for risk mitigation
- D. Hold all risks until they become issues, then add issue resolution tasks to the product backlog

Answer: A

Question: 8

An agile team is planning the next iteration for a product release that has accumulated technical debt. What should the team do?

- A. Add code cleanup activities to the product backlog and request prioritization by the product owner
- B. Add code cleanup activities to the next iteration and request clarification from the product owner
- C. Add code cleanup activities to the next iteration and ask the product owner to end the current iteration
- D. Add code cleanup activities to the next release backlog and request documentation from the product owner

Answer: A

Question: 9

How can an agile team working on a new product ensure alignment with external stakeholders?

- A. Ask the product owner to provide a detailed product specification document
- B. Conduct story-mapping exercises to clarify deliverables and release priorities
- C. Hold a kick-off meeting to assign roles and responsibilities.
- D. Work with the scrum master and stakeholders to ensure agile principles are followed

Answer: B

Question: 10

An agile project manager is planning the initial scope, schedule and cost range estimates on a new project. The team will be using Kanban to control work. What metrics should the team use to measure performance?

- A. Lead time, throughput and due date performance
- B. Work in progress limits, Kanban board, and time boxes
- C. Work item types, sprint cadences, and defect classes
- D. Burndown charts, scatter diagrams, and throughput

Answer: A

Question: 11

More details for a story are required before the upcoming sprint planning meeting. What should the scrum master do?

- A. Email the product owner requesting detailed story specifications and wait for a response
- B. Gather the details from the team members before sprint planning
- C. Schedule a story grooming session with the product owner before sprint planning

- D. Conduct a planning poker session with the team

Answer: C

Question: 12

During planning sessions an agile practitioner notices that some team members do not share common ideas. What should the agile practitioner do?

- A. Ask the team if they would like to adopt alternative techniques
- B. Create a team norms document to set participation guidelines
- C. Ask the scrum master to resolve the issue at the stand up meeting
- D. Capture feedback during lessons learned at the end of the iteration

Answer: A

Question: 13

What should an agile practitioner do to ensure that the end product meets business requirements?

- A. Invite the team to iteration review meetings
- B. Obtain agreement from the product owner on business requirements
- C. Request that regular reports are sent to stakeholders.
- D. Confirm managers and stakeholders are invited to product review meetings

Answer: D

Question: 14

During the iteration planning of a newly onboarded agile team, the product owner adds a set of high priority user stories into the iteration backlog. What should the team do first to define the tasks needed to implement the user stories?

- A. Self-organize
- B. Assign tasks to each team member
- C. Meet with the customer
- D. Identify the Scrum Master

Answer: A

Question: 15

A company has decided to combine two similar products consisting of multiple teams into one product. Engaged customers want to know how the company is looking at re-organizing its teams. What strategy should be employed to re-organize the teams?

- A. All the teams from both products should be simultaneously called together and allowed to completely self-manage
- B. Teams that worked on similar components in the separate products should be combined to minimize disruption and capitalize on synergies
- C. After grouping individuals by role multi-discipline teams should be created that are comprised of one member from each role
- D. Features should be prioritized and then teams should be organized around those priorities

Answer: A

Question: 16

During a current sprint, a team member asks permission from the scrum master to investigate an alternative design approach. What should the scrum master do?

- A. Discourage the team member from deviating from the plan and document the request during the retrospective
- B. Encourage the team member to research the issue and present the findings during the retrospective
- C. Discourage the team member from using experimentation/spikes unless it is fully developed and accounts for a variety of use cases
- D. Encourage the team member to use experimentation/spikes for continuous improvement and help the team understand why it is important.

Answer: D

Question: 17

Midway through a sprint, the scrum master identifies that reassigning a certain task could help the team meet its sprint goals. What should the scrum master do next?

- A. Alert the team that sprint goals might not be met and create an alternative plan
- B. Obtain team buy-in to perform modifications to the sprint backlog.
- C. Have the sprint proceed as planned
- D. Ask the team to decide if the task should be reassigned

Answer: D

Question: 18

A technical problem arises that will likely impact the stories planned for delivery in the current sprint. What should the scrum master do?

- A. Consider adding a story to the next sprint to seek resolution
- B. Immediately solve the problem on behalf of the team
- C. Ask the team to collaboratively work out a solution.
- D. Engage a technical manager to assist with finding a solution

Answer: C

Question: 19

An executive sponsor of a new scrum team actively attends scrum ceremonies How does this benefit the team?

- A. It helps the team to focus on and meet sprint goals.
- B. It reminds the team about who sponsors the project.
- C. It provides high-level project updates to the sponsor
- D. It helps to quickly resolve issues using the sponsor's Influence

Answer: D

Question: 20

When prioritizing features to be delivered in an iteration, on what features should an agile team defer work?

- A. High-risk and high-value
- B. High-risk and low-value
- C. Low-risk and low-value
- D. Low-risk and high-value

Answer: B

Question: 21

Midway through a project the product owner learns from the sponsor that a major component, which is already 20 percent complete, is unimportant to users. The component was part of the approved scope and a key selling point for the project

What should the product owner do next?

- A. Obtain approval from the change control board to discontinue the component
- B. Ask the team to continue developing the component
- C. Ask the team to discontinue developing the component
- D. Request the sponsor's formal approval to discontinue the component

Answer: D

Question: 22

A team's technical lead believes that manual testing tasks should be conducted by junior team members below their level. The junior team members think it is unfair and refuse the tasks. What should the scrum master do?

- A. Tell the technical lead to do the testing
- B. Facilitate an open and focused team discussion that reinforces team agreements
- C. Ask the team manager to advise the technical lead that all tasks are important
- D. Encourage the team to take ownership of the delivery

Answer: D

Question: 23

During project inception, an agile practitioner engages the stakeholder to ensure alignment on the project's strategy and vision. The stakeholder asks for detailed requirements, design and delivery plans.

What should the agile practitioner do?

- A. Provide all information requested by the stakeholder
- B. Set expectations regarding the appropriate level of details requested during this stage
- C. Inform the stakeholder that no detailed documents are provided using agile practices
- D. Ask the team to supply the information to the stakeholder

Answer: B

Question: 24

During a project review, the team discovers customer feedback that would add scope. The project leader is concerned that the team will be unable to incorporate this feedback and still meet the product launch date.

What should the project leader do?

- A. Finalize the feedback in the form of a change request
- B. Limit the scope of the feedback to only those changes that the team can feasibly accommodate
- C. Encourage all feedback then work with the customer to prioritize work for future sprints
- D. Allow the team to decide what feedback to incorporate

Answer: C

Question: 25

During sprint planning the product owner wants the team to prioritize and deliver a number of features which have the highest business value. Due to technical dependencies, the team does not agree with the prioritization.

What should the project leader do?

- A. Encourage the product owner and team to reprioritize the features and select ones which can be delivered without any dependencies
- B. Encourage the team to continue with the current plan, do what they can, and carry forward the work not done to the next iteration
- C. Ensure the team captures the technical dependencies as issues within the backlog and prioritize based on value optimization
- D. Ensure that the required subject matter experts (SMEs) are engaged by the product owner to help with backlog prioritization

Answer: D

Question: 26

An agile team is preparing a release plan for a project. What information will the team need to complete this plan?

- A. Amount of work needed to complete a single user story
- B. Amount of work that can be accomplished by each team member
- C. Amount of work that can be accomplished in an iteration
- D. Amount of work that can be accomplished by the entire team

Answer: C

Question: 27

Due to its complexity a new team member struggles with developing a concise user story. What advice should the agile practitioner give to assist with developing the story?

- A. Hand the story over to a more experienced team member
- B. Break the story up and focus on the most valuable parts
- C. Discuss the story at the next retrospective
- D. Pick another story from the product backlog

Answer: B

Question: 28

During a sprint, the team encounters a technical problem that becomes an impediment to completing two stories. What should the scrum master do?

- A. Ask the lead developer to identify a solution, and then share the details with the team
- B. Ask a technical manager or architect to determine a solution to the problem
- C. Work with the product owner to add a spike to the next sprint to identify a solution
- D. Create a collaborative team environment so that the team can explore a solution together

Answer: D

Question: 29

What should a team do when they complete all sprint goals earlier than expected?

- A. Begin working on an item in the backlog
- B. Ask the scrum master to select an item from the backlog on which to work
- C. Ask the product owner to select an item from the backlog on which to work
- D. Jointly decide with the scrum master on an item from the backlog on which to work

Answer: C

Question: 30

Refer to the exhibit.

Backlog at start	500 points
End of iteration 1	475 points
End of iteration 2	450 points
End of iteration 3	425 points
End of iteration 4	450 points

Based on the backlog metrics in the chart what can explain the jump in points at the end of iteration 4?

- A. The team neglected to account for support and maintenance costs associated with other supported products
- B. The team discovered that previously accepted work could be greatly improved and added story points associated with that work.
- C. The team realized that some stories were underestimated relative to other stories and reestimated as needed
- D. The team learned that the product owner needed to increase the output in the next release

Answer: C

Question: 31

The scrum master for a large project must provide an estimate of what can be delivered in six months What should the scrum master do?

- A. Commit to a specific feature set for delivery

- B. Explain that a commitment will be provided after planning
- C. Have the team estimate in story points to commit to a specific set of features
- D. Use the team's historical velocity to calculate a range of features that can be delivered

Answer: D

Question: 32

On an agile project, some of the development team is struggling to understand how the tasks and user stories fit into the overall product. How should this be addressed?

- A. Review the iteration goals and have the team each describe the work to create shared understanding
- B. Create a story map for the minimal viable product (MVP) functionality
- C. Capture this as a task in the retrospective and ensure there is more detail provided at the next planning session
- D. Have the product owner explain the product vision and review the release plan with the team

Answer: D

Question: 33

The team is in the middle of an iteration and there is an urgent request for a small change to be introduced to the committed scope. Unless this change is accepted, there is no value to the customers during this iteration. What must the agile practitioner do?

- A. Add the new change request as a new user story in the product backlog for the upcoming iteration
- B. Evaluate the impact of the change request and let the team and product owner decide and reprioritize based on value
- C. Recommend cancelling the current iteration and plan the change request into the next iteration.
- D. Recommend that the product owner add this change request as a user story to the backlog for the current iteration

Answer: B

Question: 34

A product owner new to the role is very enthusiastic about an agile project with an energetic team. What should be done first to ensure successful delivery of the product?

- A. Hold a meeting with the team and the product owner to develop the team charter, working agreement, guiding principles and product vision
- B. Ask the product owner to create the project vision and charter, and then discuss the guiding principles with the team
- C. Hold a meeting during which the team can present the project charter, high-level project plan, and team values to the product owner
- D. Send the product owner to formal product-owner training where the product owner can learn how to create a product vision

Answer: A

Question: 35

A product owner concludes that the majority of a project's value can be delivered by completing only the first half of the prioritized backlog. What should the product owner do next?

- A. Remove the second half of the backlog, and communicate their decision in the next backlog grooming meeting
- B. Reprioritize backlog items to future iterations
- C. Work with the team to deploy the first half of the backlog to ensure that value is realized
- D. Meet with project stakeholders to review the backlog and determine if the scope should be adjusted

Answer: C

Question: 36

How should an agile project leader interact with the product owner?

- A. Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap.
- B. Ensure that they attend regular sprint meetings to provide product-feature feedback
- C. Share any new versions of the project plan with them including updated statuses for tasks and project milestones
- D. Schedule meetings where they can provide team direction regarding new-feature priorities and upcoming sprints

Answer: B

Question: 37

A seven-member agile team's composition varies considerably in age, gender, culture, personality type, and professional background. When planning a team-building event, what type of interpersonal skills should the project leader use?

- A. Networking
- B. Social awareness
- C. Communication
- D. Leadership

Answer: B

Question: 38

How can an agile practitioner ensure that all key stakeholders are properly engaged in planning?

- A. Collect stakeholder requirements
- B. Conduct an iteration planning meeting
- C. Communicate product backlog items to the stakeholders
- D. Facilitate a product development roadmap workshop

Answer: D

Question: 39

When a team member encounters an issue in an agile environment, what should they do?

- A. Limit communication between the team members and the customer to prevent unnecessary anxiety
- B. Manage communication between all team members and the customer to promote effective and transparent collaboration
- C. Manage communication between a few team members and the customer so that they may convey information to other team members
- D. Facilitate one-on-one communication between team members to reduce conflict and inefficiencies

Answer: B

Question: 40

A team member is stressed due to a heavy workload, while other team members have some slack in their schedules. How should the team lead address this?

- A. Inform management and suggest that additional resources may be required
- B. Discuss the issue with the team in the daily stand up meetings
- C. Meet personally with the stressed team member to brainstorm ways to better manage their time
- D. Begin tracking the stressed team member's tasks in a separate backlog for additional analysis and reporting

Answer: C

Question: 41

While reviewing the sprint burn down during a stand up. The scrum team identifies that they have fallen behind. Upon further discussion they discover that some quality assurance (QA) team members were unable to use the new automation framework, which caused a bottleneck.

What should the scrum team do?

- A. For upcoming sprints, have QA team members ensure that their respective skill sets are considered when accepting stones
- B. Have QA team members with the appropriate skill sets spend extra time to help the team succeed
- C. Ensure that QA team members who lack the appropriate skill sets sign up for training within the next few weeks
- D. Ask QA team members experienced with the new automation framework to cross-train the other QA members

Answer: D

Question: 42

A project team identifies a number of technical challenges with features in the next sprint. What should they do?

- A. Request direction from the technical manager
- B. Encourage the product owner to reallocate the features to another sprint
- C. determine who is best qualified to address the challenges
- D. Ask the product owner to assign the tasks to the most appropriately skilled resources

Answer: C

Question: 43

Senior management is frustrated at the lack of a detailed implementation plan that shows exactly when the project will end and when all requirements will be met. The team has been using a rolling wave planning approach so far on the project.

How should the agile practitioner explain to senior management the benefits of this approach?

- A. It ensures a consistent level of detail is available in the project schedule
- B. It prevents a wasteful buildup of requirements inventory that may never be processed
- C. It provides a concrete definition of project scope, cost and duration
- D. It allows the team to lock down the stories to be included in a release

Answer: A

Question: 44

An agile project leader notices that the team's velocity has decreased in examining data provided by

team members, the project leader discovers that one team member has been slow to enter story statuses
What can happen as a result?

- A. The team will be unable to understand the iteration's status
- B. The team will be unable to judge the project design's validity
- C. The team cannot give accurate updates to management
- D. Team collaboration cannot be measured effectively

Answer: C

Question: 45

Following a successful product release, senior management asks an agile team how to improve the value of the product for the next release. What should the team do?

- A. Conduct frequent demos and obtain feedback from users throughout the development of the next release
- B. Inform senior management that since the product was successfully released, the project is considered delivered and should be closed
- C. Request additional budget to implement a Scrum of Scrums approach to scale the teams and add capacity
- D. Implement a better definition of done to ensure that continuous integration processes are managed effectively

Answer: D

Question: 46

Midway through an iteration an agile team learns that a team member will be unavailable for the next two iterations. As a high-performance team, what should the team do?

- A. Raise an impediment that resource tasks will be blocked and notify the product owner
- B. Ask the delivery manager for a temporary resource
- C. Ask the scrum master to assign that team member's tasks to the next available resource
- D. Assume the team member's tasks to meet iteration goals and notify the product owner

Answer: D

Question: 47

A member of a project's development team approaches the team lead and requests database administrator training. The team member believes that their inability to handle this work, and to rely on outside specialists, is impacting team velocity.

What should the agile team lead do?

- A. Send the member to training?
- B. Ask the outside specialists if database administration is required from the team
- C. Send one member to training only after asking the team if there is an issue with the current work flow
- D. Wait until all members of the team can attend training

Answer: A

Question: 48

Trend analysis shows that velocity is significantly higher than predicted and the release can be completed one month ahead of schedule. The team recommends changing the end date to reflect this.

What should the agile practitioner do?

- A. Jointly meet with the team and product owner to discuss options and determine the end date
- B. Announce that the team has exceeded the predicted velocity and that the end date will be earlier than planned
- C. Ask the product owner to include additional features in the product backlog, then replan subsequent iterations
- D. Ask the team to decrease velocity to meet contractual obligations and document this decision

Answer: A

Question: 49

What can an agile team use to prioritize stories?

- A. Planning poker technique
- B. Weighted average calculation

- C. Risk-value quadrant
- D. INVEST scale

Answer: A

Question: 50

An agile coach is assigned to help a project team that was recently co-located close to a very popular business. Many team members visit this business during working hours which affects team performance.

What should the agile coach do to mitigate this issue?

- A. Speak with the functional managers and come to an agreement that will resolve the issue
- B. Explain to functional managers that too much control will inversely impact team morale
- C. Meet with the team to discuss the issue and identify specific actions to reduce or eliminate the issue
- D. Inform the team there will be penalties to anyone who visits that business during working hours

Answer: C

Question: 51

A project team meets to estimate user stories for a sprint. While an important non-functional requirement must be delivered in the sprint, the estimate exceeds sprint capacity.

What should the team do?

- A. Estimate only functional requirements that will impact product quality
- B. Add team resources
- C. Refer the issue to the product owner
- D. Break non-functional requirements into those that can be delivered in the given sprint

Answer: D

Question: 52

During a team meeting, members who are subject matter experts (SMEs) mention that they are continuously working on repetitive tasks which has lowered motivation. What should the agile practitioner do?

- A. Organize a team-building activity to improve team morale
- B. Have team members work in pairs to learn from each other and develop new skills
- C. Ask team members to perform a value stream analysis of their activities.
- D. Add more resources to the team to help with the tasks

Answer: B

Question: 53

During the review session, the product owner discovers that the user interface has a response time of 10 seconds. The non-

functional requirements state that it should respond in less than two seconds. The team complains that this requirement was not communicated to them.

What should have been done to avoid this?

- A. A comprehensive user story with all non-functional requirements should have been created
- B. Non-functional requirements should have been added to the acceptance criteria
- C. Non-functional requirements should have been added to the definition of done
- D. A team review of the scope of work should have been conducted

Answer: B

Question: 54

After completing the release plan, the team realizes that the project is very likely to have a negative ROI. What should the team do?

- A. Prioritize the backlog, and remove low-priority stories from the release plan to ensure a positive ROI
- B. Replace some team members to reduce the release costs and minimize a negative ROI
- C. Perform a root-cause analysis to remove waste from the delivery process and increase the ROI.
- D. Communicate the risk of a negative ROI to the stakeholders, and update the release plan

Answer: A

Question: 55

An organization highly values security. However, a team member on a project has found a way to save time and money with less robust security features.

What should the team member do?

- A. Influence the customer
- B. Mention the idea at the next retrospective
- C. Show the customer how much time and money would be saved
- D. Present the idea at the next ceremony attended by stakeholders to obtain their input

Answer: B

Question: 56

A new team member asks what changes could accelerate a change to the project plan. What should be the proper response?

- A. Competitors joined forces with the team
- B. The customer changed requirements
- C. Project team members obtained additional certifications
- D. Technology which did not interfere with the final product

Answer: B

Question: 57

A development team for a small company experiences long delays between product completion and release for validation and testing. The company is concerned that this will impact its ability to compete in the marketplace. What analysis should the team use to understand the issues?

- A. Risk management
- B. Variance and trend
- C. Kano model
- D. Fishbone diagram

Answer: B

Question: 58

During a sprint review the product owner identifies a required improvement for a feature's user interface (UI) delivered during the sprint. What should the product owner do next?

- A. Create a user story for this new improvement and put it in the product backlog for prioritization and validation by the customer
- B. Create a user story for this new improvement and prioritize it for the next sprint
- C. Document it as a requirement creep
- D. Ask the team to take on additional story points to improve the UI

Answer: B

Question: 59

A newly formed scrum team wants to foster an environment of transparency and experimentation. The team decides to use a Kanban board to record and track encountered impediments. Emphasis is placed on how issues are resolved and the strategies for preventing them in the future. Over time, what will be the result of this approach?

- A. Kaizen
- B. Specific measurable, assignable, realistic and time-based (SMART) goals
- C. Key performance indicators (KPIs)
- D. Muda

Answer: B

Question: 60

A new agile project manager accepts an assignment to manage a well-established team. Many team members have worked together on this product for several years. During a meeting, the project manager notices that team members offer little

vocal interaction, yet all required tasks are completed on time

What type of behavior does this describe?

- A. Synchronous
- B. Collaborative
- C. Passive-aggressive
- D. Random

Answer: C

Question: 61

What should a Scrum Master do when one team member falls behind in their tasks?

- A. Move the task to another team member who has spare capacity in the sprint
- B. Ask the team for suggestions
- C. Privately offer the team member encouragement to meet task commitments
- D. Notify the product owner.

Answer: C

Question: 62

When introducing agile processes to a company, a quality assurance (QA) manager resists and believes that the switch to agile will remove quality controls and documents How should the agile practitioner address this concern?

- A. Educate the QA manager that in agile quality is integrated from the beginning to end of the project
- B. Write backlog items that include QA as part of the description
- C. Ask for the current QA documents and incorporate them into the technical debt backlog
- D. Ask the product owner to write tests and QA controls into the acceptance criteria

Answer: A

Question: 63

A project team realizes that an important task on the iteration backlog will take more time than originally estimated

What should the project team do?

- A. Continue working on the task until it is completed
- B. Remove the task owner from the project team
- C. Add resources to reduce time to task completion
- D. Stop working on the task and include it in the next iteration

Answer: D

Question: 64

A new product owner needs to manage the backlog of a high-visibility fast-moving project that is consuming a considerable amount of time. What should the product owner do?

- A. Schedule regular meetings with the scrum team to write, groom and size user stories
- B. Focus on stories based on the highest number of story points to first address those items with the highest value
- C. Seek regular input from project stakeholders, and reflect this input in the backlog's priorities
- D. Schedule in-person monthly meetings with key stakeholders to review the project's progress

Answer: C

Question: 65

During product development, changes in technology and regulations require the team to reassess product architecture. How should this technical debt be captured?

- A. Include it in the product backlog and use a new indicator to annotate that it is technical debt
- B. Include it in the product backlog as a low-priority issue
- C. Since it is not a part of agile methodologies, it should not be tracked
- D. Have team members maintain personal lists of issues and consolidate the lists during review

Answer: A

Question: 66

Two similar stories A and B are estimated at 3 story points. Story C, is estimated at 8 points. After an iteration in which A and C were completed, it is found that story A took much longer than story C. What should the agile practitioner do?

- A. Assign story B more than 8 story points so to provide a better estimate
- B. Add points to story B's iteration to account for the error but keep story B at 3 points
- C. Assign more resources to story B to bring it in line with the estimate
- D. Reestimate all stories including values for A; B and C

Answer: D

Question: 67

Midway through a sprint, a team member discovers that the product design fails to adhere to the organization's enterprise architecture standards. Since this required escalation to the architecture team for further analysis and resolution, the team was unable to deliver its sprint goal and the sprint was cancelled.

What should the team have done to avoid this?

- A. Escalated the issue to management
- B. Ensured the early engagement of key stakeholders
- C. Provided feedback to the architecture team to change the enterprise architecture standards
- D. Raised an exception for non-adherence to the enterprise architecture standards for this product

Answer: B

Question: 68

During its first sprint, a new scrum team realizes that it has insufficient team members with test automation skills to effectively complete its stories. What should the team do?

- A. Cross-train some members in the automation framework to broaden their capacity with that skill
- B. Ask the product owner to add team members to boost this particular skill set
- C. Send a member to automation framework training when funds are available
- D. Avoid using test automation by swarming on the testing tasks and using manual testing

Answer: A

Question: 69

An agile team member from a cross-functional team has been unable to complete assignments due to tasks assigned by the functional manager. What should the Scrum Master do?

- A. Dismiss the team member
- B. Discuss the situation with the functional manager
- C. Report the functional manager to the project sponsor
- D. Demand that the functional manager respect the project charter

Answer: B

Question: 70

Stakeholders are displeased with the latest release of a product's software. While most stakeholders attended every sprint review, they were otherwise largely uninvolved in the project.

What should the agile practitioner have done to ensure stakeholder satisfaction?

- A. Communicated early and often, as outlined in the communications matrix
- B. Ensured engagement among stakeholders and the product owner
- C. Conducted additional stakeholder reviews and demos
- D. Worked with the product owner to prioritize user stories

Answer: B

Question: 71

During a retrospective the agile practitioner discovers that a team member's process improvement idea has worsened the outcome What should the agile practitioner do?

- A. Commend the team on trying the idea, then encourage discussion regarding alternatives.
- B. Ask a manager to direct the team on fixing the process
- C. Encourage the team to continue executing the idea to see if it improves
- D. Privately speak with the team member to convey that their idea worsened the outcome

Answer: A

Question: 72

A team using Kanban identifies that their cycle time has significant variation After brainstorming the team determines that the root cause is the stones' varying sizes and risks. What should the team do?

- A. Reduce work in progress (WIP) limits to accommodate slack for riskier stories
- B. Create a triage step on the Kanban board to pre-identify risky stones
- C. Set a policy to break down stories larger than a specified complexity then adjust the WIP
- D. Create a dedicated overflow swimlane on the Kanban board for stories that are too large

Answer: C

Question: 73

A team member on a new scrum project previously provided support to another application Due to issues with that application, the team member's former supervisor continues assigning them tasks related to that project. The new project's scrum master includes this issue in the risk register.

What should the scrum master do next?

- A. Monitor the threats and risks while allowing the team member to multitask on both projects
- B. Assign more resources to the sprints to compensate for the absences of the team member
- C. Ensure that the threats and risks are communicated and addressed
- D. Assign fewer stories to the sprints so that the team member can still meet sprint goals

Answer: D

Question: 74

An agile team member identifies a potential problem within the project team How should the team's coach react?

- A. Document the problem, escalate to the project manager and develop a solution for the team
- B. Add the problem to the backlog and assign resolution to a future iteration

- C. Instruct the team to try to solve the problem within the team
- D. Perform root cause analysis and report the problem to the product owner

Answer: C

Question: 75

The product owner of an agile project is frustrated because the team is unable to deliver as many features as expected. The product owner asks the team to reduce test-automation levels, since the quality assurance team will test the product at project completion. The product owner expects that more features will be delivered in each iteration using this approach.

What should the agile practitioner do?

- A. Ask the opinion of key stakeholders and the client to ensure the correct approach is being used.
- B. Work with the team to use this approach and request a quality assurance iteration after every three iterations
- C. Propose to completely eliminate test automation, since this is a quality assurance function.
- D. Suggest merging the quality assurance and delivery teams to enhance each iteration's test automation levels and reduce redundancy

Answer: D

Question: 76

A product owner feels that the last sprint failed to sufficiently deliver what was valuable to their organization's overall project goals. What should the scrum master mention at the next retrospective?

- A. Solutions to project problems that were built into the last sprint
- B. Problems that arose
- C. Solutions that saved the organization the most time and money
- D. Problems that were solved

Answer: B

Question: 77

During iteration planning, it was determined that an epic should be decomposed. What was the determining factor?

- A. Size and priority
- B. Minimum marketable features
- C. Release plan
- D. Sprint mapping

Answer: A

Question: 78

An organization initiates a pilot project to introduce agile methodology for the successful delivery of projects. What should the project manager do to share this project's knowledge and learning with wider organizational business groups?

- A. Invite people from across the organization to attend daily stand ups
- B. Invite people from across the organization to attend retrospectives
- C. Invite people from across the organization to attend the release meeting and project retrospectives.
- D. Regularly meet with people across the organization to share the project's lessons learned and best practices

Answer: D

Question: 79

An agile coach realizes that a team responsible for a major release is a few months behind schedule. The marketing department is unaware of this delay and is planning to start the marketing campaign and announce the release. What should the agile coach do?

- A. Meet with the agile team lead to discuss ways to improve team velocity and get back on track
- B. Use this as a learning opportunity and allow the team to handle the situation when the marketing campaign begins
- C. In the upcoming retrospective, discuss ways to improve sharing project status information
- D. Meet with the marketing stakeholders to explain that the team will miss the planned release date

Answer: D

Question: 80

A client states that a product is not being built as requested How should the agile team address this?

- A. Conduct an internal review to validate functionality before shipping
- B. Audit the quality control process to ensure that the product adheres to requirements
- C. Lengthen iterations to ensure there is sufficient time to build functionality
- D. Hold product review sessions with the client to obtain product acceptance

Answer: D

Question: 81

During a mature agile team's planning meeting, a team member proposes a new framework that would considerably reduce implementation time. However, the team lacks the confidence to try the new framework.

To help the team gain confidence, what should the agile practitioner suggest?

- A. Develop a spike
- B. Create an Ishikawa diagram

- C. Perform a pre-mortem analysis.
- D. Complete a variance and trend analysis

Answer: A

Question: 82

During a review session, a customer representative is concerned that a story fails to satisfy the scope of work. However, the product owner declares that the scope of work is complete.

What should be done with this story?

- A. Mark it as incomplete and prioritize it for the next sprint.
- B. Mark it as complete, since the product owner has the final say.
- C. Discard it and create a new story for the remaining scope of work.
- D. Mark it as complete, since the team completed the scope of work.

Answer: A

Question: 83

A project is starting and the type of work is complex and suitable for agile. In assessing the team members, it appears that co-location would be a challenge.

What should the agile practitioner do?

- A. Select and implement collaboration tools to augment team interactions.
- B. Provide each geographical area with their own product owner and divide the work between the teams.
- C. Increase the number of requirements documents and ensure they are clearly communicated.
- D. After several sprints, calculate velocity based on primary team location and use secondary team as reserve.

Answer: A

Question: 84

A newly formed development team experienced difficulty with accurately estimating product backlog items. As a result, the team failed to deliver all of the features in the sprint backlog for the past two iterations.

What should the team do to improve the accuracy of their estimates?

- A. Decrease the sprint time box until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint.
- B. Discuss estimating techniques in the daily scrum meeting.
- C. Increase the size of the development team until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint.
- D. Begin tracking estimated effort metrics as an input to performance evaluation.

Answer: B

Question: 85

During a review session, an agile team presented done requirements to a group of stakeholders

Stakeholder feedback indicated that the done requirements failed to meet the most pressing needs and provide value.

What should the team have done to prevent this?

- A. Reprioritized requirements prior to committing to iteration work
- B. Ensured that requirements remained stable during the iteration cycle
- C. Had stakeholders focus on items created after the product backlog was initially built
- D. Worked on features rather than a set of components

Answer: A

Question: 86

During sprint planning, team members have differing opinions on a feature that delivers business value but fails to provide a long-term solution for the customer How should the team resolve this?

- A. Refer to the values of the agile framework and the team
- B. Review the signed customer contract
- C. Check the sprint priority list
- D. Submit the problem to the product owner

Answer: A

Question: 87

A project's first iteration contains item A and its second iteration contains item B The first iteration is behind schedule, which will impact the second iteration. Since items A and B are similar, a team member suggests beginning the design of item B.

What should the agile practitioner do?

- A. Defer starting the design of item B until the second iteration is being planned
- B. Proceed with the design of item B; since it will hasten the second iteration
- C. Escalate the issue to the customer, and obtain their approval before starting the design of item B
- D. Log the issue in the risk register, and request change control board (CCB) approval

Answer: C

Question: 88

The product owner of a team starts the iteration review with a quick walkthrough of the iteration goal, the list of planned stories with status and a demo of all the stories to the business. What should the product owner have done differently?

- A. Demonstrated only the completed stories and seek stakeholder feedback
- B. Presented the budget situation and review the cost variance
- C. Reviewed the test results to gain confidence from the stakeholders
- D. Presented a demo of all the stories including the work in progress stories

Answer: A

Question: 89

An agile project manager notices that the product owner manages team members' day-to-day tasks in a way that distracts them from their core responsibilities. In addition, the team believes that their questions on product backlog prioritization are not being answered on time.

What should the agile project manager do?

- A. Discuss and address this in the iteration retrospective.
- B. Let the product owner know it is the project manager's responsibility to drive a team's tasks.
- C. Discuss the roles and responsibilities of the project team with the product owner
- D. Ask the product owner to work extra hours to answer the team's questions

Answer: A

Question: 90

A member of the development team is working on a prioritized non-functional requirement involving integrating with a 3rd party system. This integration has not been done before on the project.

What should the project leader suggest?

- A. Develop and document a detailed architectural design: peer review with the development team and implement/test
- B. Develop the functional requirements of the solution first before any non-functional requirement, as they provide more customer value
- C. Discuss the integration requirement with the product owner and negotiate it to be lower on the backlog to focus on the minimal marketable feature
- D. Develop and test the implementation approach and demonstrate it at the next sprint review to collect feedback

Answer: C

Question: 91

The agile team disagrees with the business stakeholders on completing some epics. What could help eliminate misunderstandings?

- A. Agree on requirements with all stakeholders
- B. Begin planning every four iterations
- C. Consider previous sprint demo feedback when planning the next sprint
- D. Include the reasons for the project in the contract

Answer: C

Question: 92

Prior to a retrospective, discussions among team members indicate conflict. An agile practitioner wants to ensure an open and safe environment during the retrospective.

What should the agile practitioner do?

- A. Review established ground rules with the team
- B. Ask team members specific questions to identify the cause
- C. Encourage the team to continue working to maintain the iteration's schedule
- D. Meet with the product owner and stakeholders to discuss the issue

Answer: A

Question: 93

A team member has spent 5 days on a spike and the first set of experiments has not been successful. The issue is the development team member has determined a short-term rather than a long-term solution.

What should the project leader do?

- A. Assign the spike to another resource to continue research for the long-term solution
- B. Re-establish the spike; encourage experimentation and collaborate with the team
- C. Stop experimentation and negotiate the short-term solution with the customer
- D. Schedule a root-cause analysis with the development team on the main issues with the spike

Answer: D

Question: 94

An agile practitioner wants to ensure that stakeholders have current information about a project's progress. What should the agile practitioner do?

- A. Regularly circulate an updated, detailed version of the project plan
- B. Frequently update the online project management office (PMO) repository site
- C. Invite the stakeholders to daily stand ups
- D. Post a project board in an area where all can view it

Answer: D

Question: 95

A customer and a product delivery team meet to discuss a product's attributes, goals expectations, hypothesis1 and high-level needs. What is a benefit of this meeting?

- A. The team will learn how its contribution will create product value

- B. It will enable team acceptance of client priorities.
- C. It will enable the team to see the entire project in one glance
- D. It will enable the team to ask any questions to the customer upfront

Answer: C

Question: 96

During an iteration review, the agile team asserts that a product is complete because development and review were finished. The product owner disagrees, since the product has not been tested. What should the agile practitioner do?

- A. Work with the agile team and product owner to agree on the definition of done
- B. Ask the project sponsor to determine whether the product is completed
- C. Plan another review after the product has been tested
- D. Add testing to the backlog, and have the product owner reprioritize

Answer: A

Question: 97

A mature agile team welcomes a new member. Due to poor experiences with a previous team, the new member is reluctant to communicate.

What should the agile project leader do?

- A. Bring up the new member's impediments at the next meeting to demonstrate team support of input
- B. Assure the new member that inputs on impediments are valued and demonstrate this at the next meeting
- C. Have a senior lead work with the new member to avoid a negative impact on team productivity
- D. Privately work with the new member to address any impediments

Answer: D

Question: 98

Team A is working on the second sprint of a product release. Team B, which is an interdependent team located on the same floor, requires extensive and frequent information to complete its sprint goal. What should the agile team lead do?

- A. Create a central repository for information, and provide access to team B
- B. Use an information board that will be visible to all passing through the workspace
- C. Email all stakeholders with status updates
- D. Provide team B with the information on an "as needed" basis

Answer: B

Question: 99

The team is refining user stories during the backlog grooming session and confused on the acceptance criteria and level of details. What should the agile practitioner do?

- A. Complete the test cases before creating the story in the backlog
- B. Define the detailed business requirements so that the team can continue with development
- C. Define the user stories with just enough details so the team can collaborate continuously
- D. Ensure the acceptance criteria includes testing scenarios, so the team can do thorough testing

Answer: D

Question: 100

A company is considering developing a new, complex application that will require a large initial investment. However, if successful, the profit potential is high.

When preparing an analysis, what should be used to encourage stakeholders who are concerned about project failure to authorize the initial investment?

- A. Calculated planned percent complete (PPC)
- B. Many small minimally marketable features (MMFs)
- C. Story points rather than cost estimates
- D. Calculated earned value (EV)

Answer: B

Question: 101

An agile practitioner wants to communicate the effect of technical debt on the project. What should the practitioner do?

- A. Post and discuss rises in the burn down chart
- B. Adjust story points to account for technical debt
- C. Log technical debt as an impediment
- D. Add refactoring tasks to all stories

Answer: C

Question: 102

An agile team is working on a new product. To ensure that all unknown issues are clarified before committing to the scope, the team plans to work only on spike user stories for the next three sprints. What should the agile coach do in this situation?

- A. Ensure that the spikes identify the risks early in the project to increase the chances of success
- B. Ensure that the business sponsor accepts the proposal and agrees to fund the additional spike sprints.
- C. Recommend that, in the first sprint, user stories with higher priority be executed in addition to the spike
- D. Support the decision because release planning will be improved, and the product backlog can be better groomed after all spikes are executed

Answer: A

Question: 103

The customer needs assistance in determining the efficiency of a set of process activities within the solution. What should the agile team do?

- A. Discuss the efficiency at the next iteration retrospective
- B. Review the process value stream to determine potential improvements
- C. Review the value the customer receives from the user story to determine backlog priority.
- D. Discuss the performance of the solution at the next sprint review

Answer: A

Question: 104

A team is transitioning from a predictive approach to an agile approach. Historically, the team has delivered work products that did not meet customer expectations. What agile practice can help the team to alleviate this?

- A. Test-driven development (TDD)
- B. Clear definition of done and regular demos
- C. Collaborative team planning games
- D. Consistent team velocity

Answer: B

Question: 105

A product owner complains that some of the requirements identified several iterations ago have not been implemented. The product owner wants to know why the status of these requirements was not communicated. What should the Scrum Master do?

- A. Point out that the team chose to work on other requirements to speed up the project
- B. Ensure that the product owner reviews the contents of the information radiator
- C. Ensure that the next sprint planning meeting reviews the satisfaction histogram
- D. Point out that it is the responsibility of the product owner to clarify requirements

Answer: B

Question: 106

Midway through a sprint, a scrum team member advises the team of a new requirement that may change the initial scope. What should the team do?

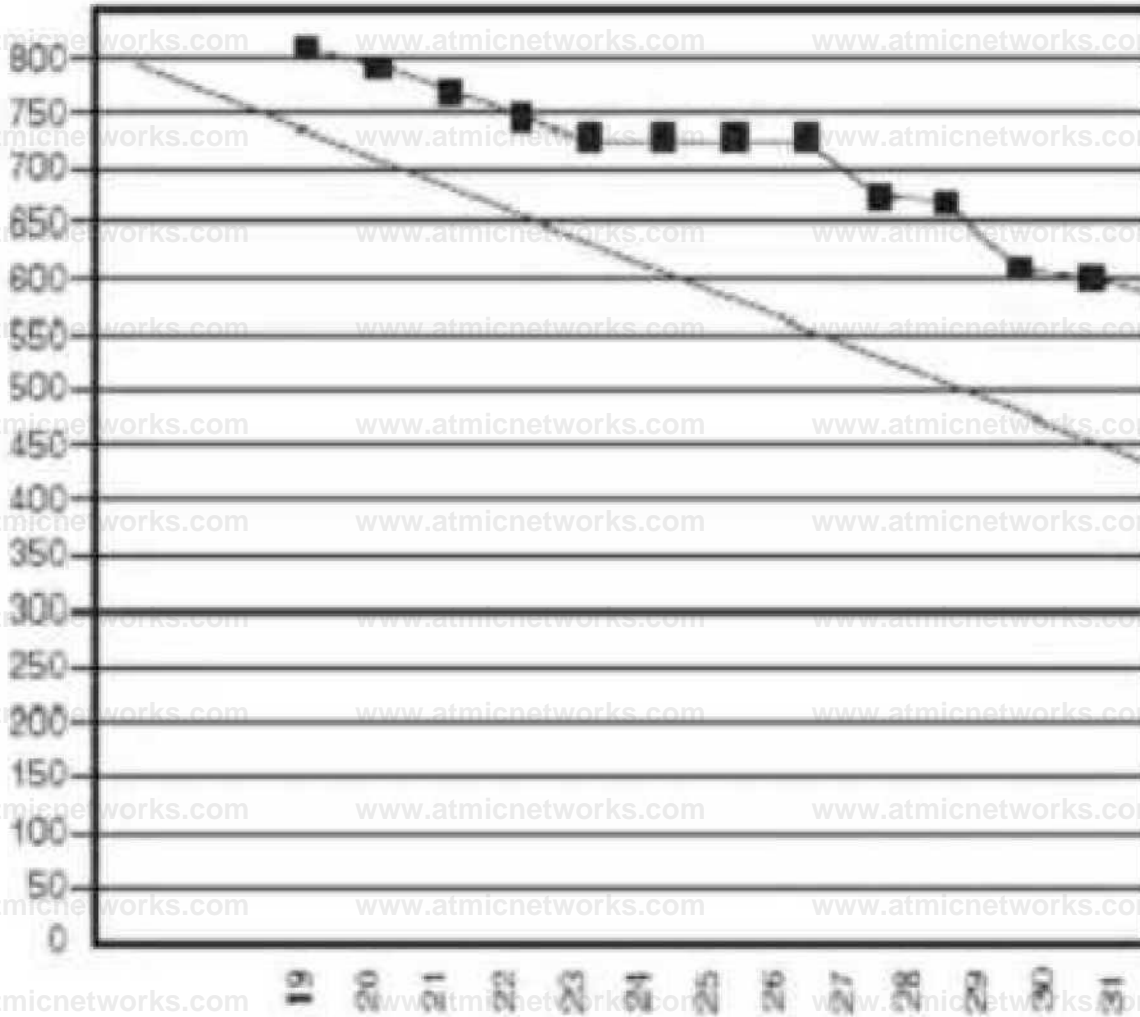
- A. Work on requirements that the product owner may have overlooked
- B. Record the scope creep in the change management log

- C. Add the new requirement to the product backlog
- D. Ask the scrum master to secure additional time and resources

Answer: A

Question: 107

Refer to the exhibit.



Based on the burndown chart, what is the iteration's status?

- A. It trended ahead of schedule and completed everything on time
- B. It took more time than expected and had to be lengthened.
- C. It trended behind schedule and did not complete everything on time
- D. It took less time than expected and had to be shortened.

Answer: C

Question: 108

An agile team is under pressure to deliver an application. The product owner anticipates many change requests from

customers once the product is released.

What should the agile team do?

- A. Demand frequent product reviews by the product owner
- B. Continuously work with the product owner to do backlog refinement and product reviews
- C. Have the product owner provide detailed requirement specifications to ensure the proper features are delivered
- D. During the planning session, ensure the team is committed to deliver within the specifications

Answer: B

Question: 109

A product owner asks a newly formed scrum team how many story points will be completed in a sprint. What should the scrum master do?

- A. Engage the team to determine the sprint velocity based on previous agile projects.
- B. Average the sprint velocity based on input from team members
- C. Share the sprint velocity obtained from the sponsor with the team
- D. Run multiple sprints before determining the sprint velocity with the team.

Answer: D

Question: 110

During a retrospective meeting, a team develops a large list of initiatives All will have a positive impact and improve team performance What should the agile coach do next?

- A. Positively acknowledge the list and share it with management
- B. Immediately have the team implement the initiatives
- C. Help the team choose one or two initiatives for immediate implementation
- D. Ask the team to choose and implement the most complex initiative

Answer: C

Question: 111

During a planning session, four out of five team members vote to include eight story points in a particular story, while the fifth member votes for five story points. How should this be handled?

- A. The story should be assigned eight story points as per the majority vote
- B. The story should be added to the backlog and reassessed later
- C. The story should be assigned points after a discussion with the fifth team member to see if a consensus can be reached
- D. The decision for the number of story points should be made by the customer

Answer: C

Question: 112

A legal department representative contacts the scrum master because, while the project's budget has been maintained, it has exceeded its original contracted time and scope. What should the scrum master do?

- A. Meet with the team to gain alignment with the legal department's need to stay within the contracted time and scope
- B. Work with the customer to narrow the scope
- C. Share the project's trajectory with the legal department
- D. Meet with the legal department to help them understand that the customer and the team are satisfied with the time and deliverables

Answer: D

Question: 113

An agile team notices that the same problems continue to occur during multiple iterations. Several team members have suggestions to fix the problem.

What is the proper agile approach to handle this?

- A. Hold frequent retrospectives and share the responsibility for making changes
- B. Understand that this is the nature of innovative business and strive to work harder
- C. Collect team member feedback and discuss them privately with the product owner
- D. Conduct a team-building exercise to increase trust among the team members

Answer: A

Question: 114

During a project meeting, a team is faced with a difficult decision. After discussion and deliberation, the project leader makes the final decision and ends the discussion. This causes a team member to withdraw from future collaboration.

How could the project leader have avoided this?

- A. Led by example by encouraging the team to engage in consensus-driven decision making
- B. Iterated the need for agile teams to make quick decisions, then followed up with that team member
- C. Empowered a team member to facilitate decision making then made a final decision on behalf of the team
- D. Refrained from participating in the team's decision-making process, except to document and communicate results

Answer: A

Question: 115

A new product owner shares the product vision during the team launch event. The team asks for clarification on the

product roadmap and its high-level features.

What should the product owner do?

- A. Determine the required tasks for implementing the high-level features
- B. Identify the detailed design for the high-level features
- C. Prioritize the product backlog for the upcoming release.
- D. Estimate the user stories in the iteration backlog

Answer: C

Question: 116

A scrum master assumes a project that is essential to organizational growth. The project is expected to be in production for three years. What should the scrum master do first?

- A. Work with the customers to build the product backlog and identify their initial requirements.
- B. Meet with the stakeholders and enterprise architects to understand the project's vision.
- C. Plan and execute a sprint 0 to establish the project's foundational needs.
- D. Create a backlog, and execute a sprint 1 to quickly deliver value to the customers.

Answer: D

Question: 117

An agile team identifies that their velocity is lower than predicted, and that their previous forecasts in the product roadmap are wrong. The team is worried that they will be unable to meet a critical release date without corrective action. What should the team do?

- A. Collaborate with the product owner to reprioritize the product backlog, thus ensuring that more features will be completed before the release.
- B. Ask the team lead to calculate the team's target velocity according to the project plan, and assign additional resources to increase capacity.
- C. Focus on velocity and schedule concerns during the retrospective to inspect, adapt, and improve the process and plans.
- D. Reestimate the backlog items from the release, ensuring that contingency is included to set stakeholder expectations.

Answer: A

Question: 118

An agile practitioner becomes a Scrum Master on an established Scrum team. After introductions, what should the agile practitioner do?

- A. Coach team members to improve functional specialties and increase overall velocity.
- B. Identify where team processes misalign with accepted Scrum practices.

- C. Facilitate the identification of problems or issues and help the team resolve them.
- D. Review the backlog to ensure that it is prioritized, refined, and properly tasked.

Answer: B

Question: 119

A scrum team has conducted regular retrospectives to discuss immediate concerns and the implementation of improvement actions. Despite this, after a few iterations, the same concerns resurface. What should the team have done to improve retrospective outcomes?

- A. Invited subject matter experts (SMEs)
- B. Conducted problem detection to determine root causes
- C. Measured and reported the outcome of improvement actions to the team
- D. Kept track of all current issues in a log. and then reviewed their progress at the end of every iteration

Answer: C

Question: 120

An agile project leader is delivering a team kick-off session. The first exercise is a "Life Timeline" - a story-telling exercise where each team member tells their life story, explains how they experienced the highs and lows of their journey, and identifies their fears and hopes.

What is the project leader trying to create?

- A. A safe space for team members to learn to trust one another, leading to collaborative relationships.
- B. A safe space for team members to learn to be vulnerable, leading to high performance relationships.
- C. A safe space for team members to learn to share, leading to collaborative relationships.
- D. A safe space for team members to learn about each other's weaknesses and strengths.

Answer: D

Question: 121

A product owner obtains customer confirmation on product requirements and provides them to the team. After explaining the user stories, the product owner receives agreement for acceptance from the team. What should the team do next?

- A. Use agile estimation techniques to create a shared understanding of when the user stories will be completed.
- B. Agree upon development and testing activities for the user stories.
- C. Complete the user stories, and provide a demo for the product owner and customer.
- D. Complete the user stories, and hold a retrospective to discuss them.

Answer: C

Question: 122

What estimation technique is an agile team using when collectively estimating the relative size of its stories using story points?

- A. Parametric
- B. One-to-one comparison
- C. Affinity
- D. Planning poker

Answer: D

Question: 123

On what should an agile team work to achieve predictable flow?

- A. Small user stories
- B. Simple acceptance criteria
- C. Lean features
- D. Lean backlogs

Answer: A

Question: 124

An agile team provides feedback that user stories include insufficient details to understand the requirements. What should the agile practitioner do?

- A. Coach the product owner to update only the acceptance criteria.
- B. Instruct the agile team to fix the user stories during the next retrospective.
- C. Facilitate a user story workshop with the agile team.
- D. Inform the product owner's manager that the work items provide insufficient detail.

Answer: C

Question: 125

During an iteration planning meeting, the team suggests changes to add product value that will require extra work and impact the schedule. What should the agile project leader do?

- A. Re-estimate the project.
- B. Finish the product as it was initially planned.
- C. Try to include as many changes as possible.

- D. Ask the product owner for approval to proceed.

Answer: D

Question: 126

Midway through a two-week sprint, an agile team realizes that the features cannot be delivered within the sprint. The team determines that another week will be required to complete all committed features.

What should the team do?

- A. Plan for overtime, and include the effort as part of the estimation.
- B. Increase team velocity to deliver more story points.
- C. Identify the reason for over-commitment to the sprint and create an action plan for the following sprint.
- D. Add resources to assist with sprint execution.

Answer: C

Question: 127

During an iteration, an agile team discovers infrastructure requirements that were not initially considered. What should the team do to effectively manage this?

- A. Rework the iteration scope to accommodate these requirements.
- B. Add these requirements into the product backlog for future consideration.
- C. Raise the discovery of these requirements as an issue, and escalate to management.
- D. Immediately start working on these requirements.

Answer: B

Question: 128

An agile team has been in place (or five years and the customer is satisfied with the team's performance and deliverables.

Now that the product is built and delivered, the customer is considering the future role of the Scrum Master.

What should the customer do?

- A. Expand the Scrum Master's role to other projects, while allowing them to support the current project.
- B. Release the Scrum Master, since the team is adequately skilled with agile practices.
- C. Expand the product owner's role to serve as the Scrum Master, while providing additional product knowledge.
- D. Increase the functional manager's role to act as the Scrum Master, while providing additional information about functional areas.

Answer: A

Question: 129

During a Kanban team's daily stand up, an agile coach observes that the team seems disinterested in the work status.

While it appears that there are no issues with flow, there is a marked lack of attention to team effort. When the agile coach queries the team for reasons, members explain that work continues to be scheduled with no end in sight.

What should the agile coach do?

- A. Work with the team to determine points at which to celebrate its work.
- B. Provide the team with a break by scheduling a team event.
- C. Have the team increase work in progress (WIP) levels to more quickly complete the flow.
- D. Rejuvenate the team by temporarily reducing WIP levels.

Answer: B

Question: 130

During mid-sprint changes, an agile facilitator meets with the executive and development teams.

During the meeting, executive team members resolve conflicts, and on their own initiative, review the iteration charts to discuss changes to the iteration's functional goal.

What practice is the agile facilitator implementing?

- A. Building openness and transparency on the project's health and status
- B. Facilitating conflict resolution among executive team members
- C. Using active stakeholder involvement to build features in an incremental and iterative approach
- D. Seeking continuous feedback from executive team members

Answer: C

Question: 131

An agile team has only one database administrator with the necessary knowledge of database-related tasks. The project manager identifies the risk that if this person leaves, team velocity will significantly decrease.

What should the agile coach do?

- A. Start the hiring process for a new, equally skilled database administrator as a replacement.
- B. Move this database administrator to another team so that team members learn database-related tasks.
- C. Add another database administrator to balance the workload and aid with knowledge retention.
- D. Obtain agreement from the team that, on upcoming sprints, the database administrator will act only in an advisory capacity.

Answer: C

Question: 132

An event management team is following an agile approach to prepare for an upcoming conference. The regional sales manager, from where the conference is to be held, contacts the team with a number of questions about the company's booth.

What should the team do?

- A. Inform the sponsor about the regional sales manager's disruptiveness and ask that all questions be diverted to the

weekly meetings.

- B. Stay focused on the current iteration and let the project manager deal with the regional sales manager's questions.
- C. Invite the regional sales manager to the next iteration review to share the progress.
- D. Create a risk on the risk register to account for some potentially new requirements from the regional sales manager.

Answer: B

Question: 133

A project manager is concerned that the team has misaligned expectations with some stakeholders, and that user stories were written only from a generic user's perspective. This may lead the team to miss stories for non-generic users.

What agile tools can help the team address these issues?

- A. Information radiators and wireframes
- B. Information radiators and story maps
- C. Process flows and personas
- D. Personas and extreme characters

Answer: C

Question: 134

What should a learn consider when calculating the effort needed to complete a product backlog?

- A. The increase in velocity and cost
- B. A buffer in the sprint to mitigate unexpected risks
- C. Assigning extra points to each task to allow time for changes
- D. Stories describing infrastructure tasks and analysis tasks

Answer: D

Question: 135

There is a database feature requiring three members of a seven person team. A meeting is scheduled at the beginning of the sprint to go over technical needs to complete the story. Who should the Scrum Master invite to the meeting?

- A. The core team and the customer
- B. The product owner and key stakeholders
- C. The customer and the sponsor
- D. The core team and the product owner

Answer: D

Question: 136

Following an upgrade, a software support team is overwhelmed by the number of tickets being submitted by end users.

The team's manager is pushing the team to "work smart" by focusing on activities that deliver the most value in the least amount of time.

What should the team do?

- A. Work longer hours to complete more of the support backlog.
- B. Work support tickets in the order in which they were received.
- C. Place tickets on hold until the team completes an analysis of the backlog to identify and resolve systemic issues.
- D. Add members to the support team.

Answer: B

Question: 137

An executive requests information regarding a sprint status. What action should the product owner take?

- A. Invite the executive to the standup.
- B. Direct the executive to the information radiator.
- C. Personally meet with the executive.
- D. Email the requested information to the executive.

Answer: B

Question: 138

An agile team's client has been asked to expedite the delivery of the next release. By delivering one month early, the company can generate US\$40,000 more than expected for the quarter. What should the agile team do?

- A. Adhere to the new deadline and immediately advise the client that the schedule has been expedited.
- B. Advise the client that it is best to continue as planned rather than introduce unforeseen risks by expediting the schedule.
- C. Submit a change request to the client with a 50% increase in charges due to the new potential profit.
- D. Request additional resources to meet the expedited deadline and obtain training for the new resources.

Answer: B

Question: 139

After seeing the planned features (or an upcoming release, a customer notes that a vitally important and complex one is missing. The team estimates that this feature significantly exceeds its average velocity. How can this issue be resolved?

- A. Break down the feature into smaller parts, and commit to completing the minimum viable product.
- B. Complete the iteration to which they have already committed, and include the feature in the next release.
- C. Change the planned features to include only the vitally important one.
- D. Extend the iteration to complete the feature.

Answer: A

Question: 140

A team is delivering work as per the sprint plan, and team velocity is stabilized. However, at the end of the release, the customer is dissatisfied with project quality. What should the agile project manager have done to avoid this?

- A. Invited end customers to attend the stand ups
- B. Organized design review sessions with the customer to obtain sign-off
- C. Held regular meetings with the product owner and project team to elicit detailed business requirements
- D. Conducted frequent review meetings with the customer to continually enhance delivery effectiveness

Answer: C

Question: 141

After three iterations, it is identified that a project's underlying security structure architecture is unstable. While there is a technical solution, all work to date is flawed. This will impact several future business service offerings. What should the product owner do to resolve this?

- A. Ask the development team to address the issue since it is in their domain.
- B. Review the project's risk matrix, and follow the steps outlined in the risk mitigation plan.
- C. Meet with the team and stakeholders to address rework and rewrite stories as needed.
- D. Cancel the current sprint, and meet with stakeholders to reassess the project's validity.

Answer: B

Question: 142

A development team, new to scrum, questions the need to collect metrics on team performance. While learn members understand velocity and burn down, they feel that once velocity becomes settled it is needless to keep track. What should the agile coach tell the team?

- A. Continuing to track velocity allows functional managers to assess whether or not the team is performing at the desired rate.
- B. The trends will show how the team performs against other scrum teams in the organization.
- C. Tracking velocity will provide a baseline for the team to see how their continuous improvement efforts are working.
- D. Tracking velocity will document and communicate team health to the stakeholders.

Answer: C

Question: 143

A scrum team has eight developers, but only two are database engineers. During the last few retrospectives, the team

identified that most sprint stories are dependent upon database engineers. This has created a bottleneck in completing stories.

What should be proposed to the team?

- A. Have other team developers attend training to learn database skills.
- B. Monitor the retrospectives of two additional sprints before taking action.
- C. Plan fewer stories for the sprint to reduce the database engineers' workload.
- D. Ask the scrum master to work with the product owner to remove backlog stories that have database dependency.

Answer: A

Question: 144

Business stakeholders of an agile project frequently skip the review meetings. What should the agile practitioner do?

- A. Ask the product owner to inform all stakeholders about the project's progress.
- B. Send meeting notes to all stakeholders after each review meeting.
- C. Include the results of the review meetings in the information radiators.
- D. Convince the stakeholders of the benefits of attending the review meetings.

Answer: D

Question: 145

A new project starts and team members are pooled together to execute it. The team works together and moves from the forming stage into the storming stage. However, potentially destructive conflicts are NOW arising.

What should the agile coach do to develop members into a high-performance team?

- A. Teach the team how to work comfortably in chaos.
- B. Provide strong facilitation and conflict-resolution guidance.
- C. Allow the team to resolve issues on their own.
- D. Observe each team member and advise them on team relationships.

Answer: C

Question: 146

The project team is ahead of schedule and beginning to gold-plate the feature included in the current sprint. What should the agile project manager do?

- A. Since the team has extra time, notify the product owner and secure approval for the extra work on this feature.
- B. Encourage the team to document the improvement and prioritize it for the upcoming iteration, instead of building it now.
- C. Instruct the Scrum Master to have the team use the extra time to complete the extra feature work in the current iteration.
- D. Notify the product owner and have the product owner verify the backlog priority, then encourage team to continue

working on the backlog.

Answer: D

Question: 147

At the retrospective, the burndown chart shows that the project is slightly behind schedule. The project team identifies an inexperienced software engineer as the source of reduced velocity. How should the project team address this issue?

- A. Suggest pair programming during the retrospective.
- B. Ask the product owner to re-prioritize the user stories at the next retrospective.
- C. Re-estimate the story points with team members at the next iteration planning meeting.
- D. Assign less complex user stories to the inexperienced software engineer at the next iteration planning meeting.

Answer: A

Question: 148

While attending a conference, an agile practitioner learns of a new user interface (UI) framework that could benefit the team. What should the agile practitioner do next?

- A. Identify a team member to do a proof of concept using this framework.
- B. Email the team directing them to immediately begin using this new framework.
- C. Obtain feedback from team members on the new framework, and then suggest that the product owner create a backlog item to do a spike on it.
- D. Discuss this option at the next retrospective.

Answer: D

Question: 149

A project sponsor is upset that an enhancement will be unavailable until next year. What should the product owner do?

- A. Accept responsibility for the product's delay.
- B. Ensure that the project sponsor's priorities are in the product backlog.
- C. Negotiate with the project sponsor for increased funding.
- D. Empower the project sponsor to manage the product backlog.

Answer: B

Question: 150

An agile team delivered a feature in the last iteration. The product owner, who missed the planning and review meetings, was dissatisfied with the feature. The team conducted a retrospective and reviewed the user stories related it. What should the agile team do next?

- A. Ensure that the product owner reviews the acceptance criteria for delivered user stories.
- B. Augment the quality assurance and continuous integration processes for delivery.
- C. Approach the relevant developers and testers regarding quality issues in upcoming iterations.
- D. Ask the product owner to define the entire scope of delivery two to three iterations in advance.

Answer: A

Question: 151

A scrum master is part of a project team using technologies overseen by the IT department. The IT director oversees several company initiatives and is unfamiliar with the details of each one. As an active project stakeholder, to which meeting should the IT director be invited?

- A. Planning
- B. Daily scrum
- C. Sprint demo
- D. Retrospective

Answer: C

Question: 152

A key stakeholder cannot attend the project vision statement development workshop. The stakeholder has emailed their requirements to the agile team lead, and believes that the vision statement is not critical. How should the agile team lead respond?

- A. Emphasize to the stakeholder that a common, detailed vision will better ensure team understanding of the project.
- B. Personally meet with the stakeholder to understand their requirements, and then share the vision with the team.
- C. Work with the team to create a vision from the stakeholder's supplied requirements.
- D. Explain to the team that creating a vision is not critical in agile projects, as requirements may change over time.

Answer: A

Question: 153

The executive leadership wants to understand ways to better deliver on time and on budget. What can the project team do to assist in achieving the organizational goal?

- A. Maintain and review a lessons learned repository to improve delivery of future projects.
- B. Ask each team member to post corrective action to the backlog.
- C. Engage the project management office (PMO) to take responsibility identifying lessons learned on projects.
- D. Perform a root cause analysis to identify alternative approaches for performing the next project.

Answer: A

Question: 154

A product that recently went to market is receiving a great deal of attention from upper management who expresses interest by directly emailing and calling the developer team. The team expresses frustration during a standup. What should the Scrum Master do?

- A. Ask the product owner how upper management's comments can be redirected.
- B. Direct the developer team to ignore the phone calls and emails.
- C. Ask the product owner to enter the requests into the product backlog as high priority.
- D. Personally respond to upper management's phone calls and emails.

Answer: D

Question: 155

A senior team member feels underutilized. What should the agile practitioner do?

- A. Transfer the senior member to another team that will more fully utilize their skill set.
- B. Conduct a performance evaluation to determine whether or not this member is a team player.
- C. Encourage the project team to involve the senior member in more project activities.
- D. Ask the functional manager to determine the best course of action.

Answer: C

Question: 156

During a daily stand up meeting, a developer expresses concerns that the selected technology limits the number of concurrent users. What should the agile team lead do?

- A. Ask the team to conduct research to find a viable solution.
- B. Select a better technology for team implementation.
- C. Obtain customer input on their technology requirements.
- D. Consult the product owner about their non-functional requirements.

Answer: A

Question: 157

How can a scrum team obtain more feedback from a minimally responsive outside stakeholder?

- A. Keep sprints short.
- B. Invite the stakeholder to the daily stand ups.
- C. Ask the stakeholder for estimates for each user story.
- D. Schedule more demos during each sprint.

Answer: A

Question: 158

An agile project has three more iterations before the release. There is a lot of report functionality to be created and defects to be cleared. During a daily scrum, a team member suggests a timebox spike to find a more efficient way to deliver reports.

What should the project leader do?

- A. Encourage the team to self-organize and determine how to best complete their existing work and this spike.
- B. Encourage the team to complete their just existing work since the team velocity indicates they are already struggling to meet the release goal.
- C. Direct the team to defer the spike until the next release and add the action on the backlog for prioritization.
- D. Direct the team to work on the spike immediately given the importance of reporting functionality to complete the iteration.

Answer: A

Question: 159

During a retrospective, team members suggest process improvement ideas. The agile team lead knows that, while many of these ideas are different from standard practices, a few of them are good. What should the agile team lead do?

- A. Require the team to try only those ideas that will ensure success.
- B. Allow the team to try ideas, but remind them that results will be reviewed by high-ranking executives.
- C. Associate idea successes and failures with the team's incentive plan to ensure accountability.
- D. Encourage the team to try the ideas, even if failure may be the outcome.

Answer: D

Question: 160

The product owner wants to build security firewalls into the product. How can the team members support this?

- A. Add new security features to the backlog and prioritize.
- B. Execute a spike to research security features for the project.
- C. Ask questions to determine where and how the product owner wants to use the product.
- D. Ask questions to determine if the product owner can define the desired level of security.

Answer: A

Question: 161

An agile team is unable to complete all its planned sprint user stories, which results in a decrease of its planned sprint velocity. What should the team do?

- A. Re-estimate the sprint's completed stories to increase and adjust the sprint's velocity.
- B. Increase the duration of the next sprint to accommodate the incomplete user stories and maintain velocity.
- C. Work with the product owner to create a spike with another agile team.
- D. Re-estimate the incomplete stories for the next sprint because its relative size has changed.

Answer: D

Question: 162

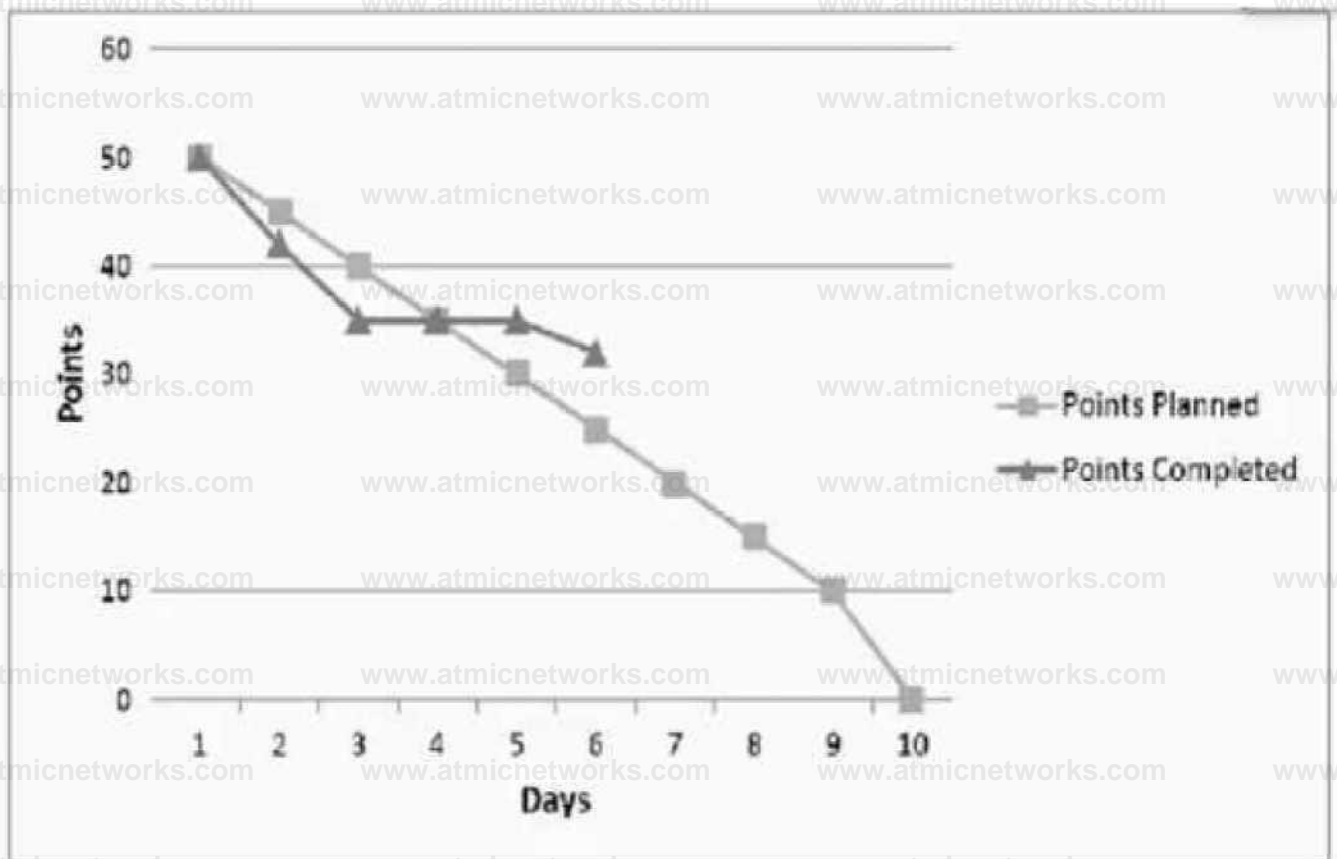
A team is creating a highly marketed, time-sensitive product. The agile coach is concerned that anything other than exceptional quality will result in bad publicity for the company. What should the agile coach ensure that developers do?

- A. Establish pair programming partners, and regularly perform peer reviews.
- B. Perform demos at the end of each iteration.
- C. Send coding to the quality assurance (QA) team upon completion.
- D. Demonstrate each feature to the client as soon as coding is complete.

Answer: B

Question: 163

Refer to the exhibit.



Based on the chart, what is the current status of the iteration when comparing story points planned versus completed?

- A. The iteration is in jeopardy.
- B. The team has removed scope.
- C. The iteration is ahead of schedule.
- D. The team's velocity is constant.

Answer: A

Question: 164

Throughout the project, an agile practitioner notices that one team member is becoming an emergent leader. What should an agile practitioner do?

- A. Present opportunities in order to be supportive and grow that team member's talents.
- B. Encourage the team member to fit in more with the established team norms.
- C. Bring this to management's attention so they don't disrupt the team.
- D. Ask team member to respect defined roles on the project to avoid confusion with the team.

Answer: B

Question: 165

How should a project leader manage stakeholder expectations in an agile project?

- A. Establish a common vision and success criteria and involve all the stakeholders in the iteration reviews.
- B. Invite stakeholders for the iteration reviews but do not include new stakeholders which may limit project success.
- C. Involve all the stakeholders in iteration reviews but do not entertain all expectations of all stakeholders.
- D. Communicate issues to all stakeholders via email and only communicate risks to internal stakeholders.

Answer: A

Question: 166

What should the agile practitioner know about tracking velocity?

- A. A team with an average velocity of 50 is twice as efficient as a team with an average velocity of 25.
- B. A team with an average velocity of 50 is equally as efficient as a team with an average velocity of 25.
- C. A team that consistently meets its planned velocity is more efficient than a team that consistently exceeds its planned velocity.
- D. A team that consistently meets its planned velocity is less efficient than a team that constantly exceeds its planned velocity.

Answer: C

Question: 167

What can a team use to prioritize stories?

- A. MoSCoW method
- B. Planning poker technique
- C. Weighted average calculation
- D. INVEST scale

Answer: A

Question: 168

A seven-member agile team's composition varies considerably in age, gender, culture, personality type, and professional background. When planning a team-building event, what type of interpersonal skills should the project leader use?

- A. Networking
- B. Social awareness
- C. Communication
- D. Leadership

Answer: B

Question: 169

Two teams have received project requirements and completed estimates. Team A estimates 420 story points for scope and 30 story points for velocity per sprint. Team B estimates 280 story points for scope and 20 story points for velocity per sprint. Both teams have same number of team members and have an assumed sprint duration of 2 weeks. What can an agile practitioner conclude about team A and team B's estimates?

- A. Team B has underestimated scope compared to team A.
- B. Team A is more confident in delivering velocity than team B.
- C. Both teams need to indicate their proposed technology before the estimates can be analyzed.
- D. Both teams have estimated the project to be of same size.

Answer: A

Question: 170

During the implementation of a story, a scrum team notifies the scrum master of a technical challenge that is causing a delay. What should the scrum master advise the team to do?

- A. Implement the story since the team is running behind schedule.
- B. Create a spike to finalize the story's technical approach.
- C. Transfer the story to a scrum team experienced in solving similar problems.
- D. Ask the product owner to reduce the story's priority and wait until more technical details are available.

Answer: B

Question: 171

A product owner adds a 21-point, high-priority story to a sprint backlog. The team is concerned that it cannot be completed during the current sprint. What should the team do?

- A. Advise the product owner that the story will have to wait until the next sprint.
- B. Work extra hours to complete the story and satisfy the customer's requirements.
- C. Break down the story into smaller increments and negotiate other stories on the sprint backlog.
- D. Increase the length of the sprint to accommodate the story.

Answer: C

Question: 172

Agile team A struggles to deliver committed stories due to technical dependencies with team B. which continuously fails to meet its delivery commitments. What should the agile team lead do?

- A. Create a new team to deliver the dependencies, and bring team B under performance management.

- B. Conduct a vision-sharing session with the teams to communicate the project's overall goals.
- C. Swap team members from both teams so that deliveries are better supported.
- D. Discuss negotiating the delivery timelines with team A.

Answer: C

Question: 173

The agile practitioner has determined that two different team members are working on addressing the same major issue on the project. How should the agile practitioner address this?

- A. Implement a burnup chart and add the issue resolution as a task to the product backlog for the customer to prioritize.
- B. Add the issue to the kanban board and assign the it to the team member who has made the most progress on resolving it.
- C. Conduct a root-cause analysis on the issue and identify related risks and risk response owners at the next retrospective.
- D. Document all project issues in a common space and ask the team members to decide on task allocation principles.

Answer: C

Question: 174

A product's scope and acceptance criteria have been defined, and the product is planned for release at the end of the next quarter. What should the project team do next?

- A. Estimate the project team's capacity.
- B. Determine how much work can be delivered.
- C. Calculate how much work will fit into the next iteration.
- D. Estimate items in the product backlog.

Answer: D

Question: 175

During a daily stand up, the tester engages the developer in a discussion about what will be tested during unit testing versus regression testing. What should the scrum master do?

- A. Ask the tester and developer to discuss it after the meeting, since it is not a part of the daily stand up.
- B. Encourage the discussion to resolve impediments.
- C. After the meeting, escalate this issue to the tester's supervisor to ensure that this does not reoccur.
- D. Ask more questions about the testing techniques to obtain clarification on team efforts for quality improvements.

Answer: A

Question: 176

A Scrum Master would like to provide information to key stakeholders on the daily resource and project activities. Which tool should the Scrum Master use to provide these updates?

- A. Shared vision statement and sprint goal
- B. Release burnup chart
- C. Velocity metrics
- D. Iteration burndown chart

Answer: D

Question: 177

A new agile team member notices that the team's current process involves excessive documentation. What should the new team member do?

- A. Teach the team the appropriate agile principle, obtain consensus, and drive adoption.
- B. Allow another team member to prepare those documents that do not appear to bring value.
- C. Notify the project manager about other documentation techniques, and identify which documents bring value and which do not.
- D. Follow the existing process to avoid conflicts.

Answer: A

Question: 178

A new CIO advocates an agile framework for new IT projects, but the team has reservations. How should the CIO ensure that the team will be aligned with this?

- A. Obtain executive team buy-in by conducting a meeting to present the advantages of agile principles and processes.
- B. Issue a memo of understanding that agile principles should be implemented for all new projects.
- C. Introduce agile principles and processes, then make the change an experiment to obtain buy-in.
- D. Require all staff and management to attend agile training and adhere to its principles.

Answer: A

Question: 179

During a six-week iteration, an issue is identified by a team member. After analysis, the team member determines that it will take at least two weeks to resolve. What should the team member do?

- A. Notify the product owner and begin resolution.

- B. Communicate the issue to the team in the next stand up meeting.
- C. Immediately begin resolution, and communicate it to the team during the retrospective.
- D. Work on the next activity, and communicate it to the team during the retrospective.

Answer: A

Question: 180

As user stories are developed, what should be done to record and update acceptance criteria?

- A. Add more user stories.
- B. Use sprint retrospectives.
- C. Update current user stories.
- D. Update new tasks in the project plan.

Answer: C

Question: 181

A globally distributed project team is using email and phone calls as the only way to share information. Delays in resolving issues often occur due to misinterpreted communications, leading to a lower team velocity. What steps should the project leader take to improve knowledge sharing?

- A. Meet individually with each team member to identify the issues and relay information to the remaining members through status reports.
- B. Establish a live video feed between the dispersed teams to enable spontaneous engagement and collaboration on issues.
- C. Request that the customer co-locate the team to overcome the communication issues, as this is the only method to ensure agility.
- D. Inform the customer of the challenges and lower velocity of the project to accommodate for the slower delivery pace.

Answer: B

Question: 182

During backlog refinement meeting, the new developer on the team asks the product owner to discuss a new performance threshold requirement and how it impacts the stories in the backlog. What should the team do?

- A. Add this threshold requirement request as acceptance criteria in all impacted stories
- B. Create a spike story to analyze the impact of the threshold requirement on current stories
- C. Conduct design planning session to review the performance threshold requirement
- D. Identify the tasks for the new performance threshold requirement

Answer: D

Question: 183

During a project's last few sprints, an agile practitioner notices an increase in defects. A root-cause analysis indicates that a poor understanding of the requirements was caused by the inability of the product owner to communicate clearly. What should the agile practitioner do?

- A. Inform the product owner's manager so that corrective action may be taken.
- B. Communicate this to the product owner, and offer to help facilitate discussions with the team.
- C. Encourage a team member to raise this during the retrospective to ensure that the product owner is aware.
- D. Escalate this issue to the sponsor so that corrective action may be taken.

Answer: B

Question: 184

A company president is concerned about the impact of a natural disaster on the company. How should management identify areas to apply its resources and mitigate potential impacts?

- A. Establish and keep an active risk register that includes mitigation strategies and a cost-benefit analysis.
- B. Establish and keep an active risk register based on qualitative risk analysis and expected losses.
- C. Have each development team post the highest risk development items on the information radiator.
- D. Avoid risk by splitting development teams into two locations to ensure knowledge continuity.

Answer: B

Question: 185

Stakeholders have conflicting requirements, and the product owner is struggling to decide which user stories to write. What should the product owner do?

- A. Ask the agile practitioner to help write the user stories.
- B. Ask the agile team to facilitate a story-writing workshop.
- C. Ask subject matter experts (SMEs) to help write the user stories.
- D. Ask the agile practitioner to facilitate a story-writing workshop.

Answer: D

Question: 186

An agile team is working on the first sprint, and have already planned the second and third sprints. However, market conditions now require a change to the features. What should the product owner do?

- A. Communicate the importance of the business need to the team and refine the product backlog.
- B. Ask the team to discuss the changes to the features with the customer.

- C. Meet with the agile team lead to prioritize the requirements.
- D. Discuss and prioritize the requirements with the team.

Answer: A

Question: 187

An agile team lead is assigned to a project that must ensure data security. What should the team lead do to guarantee that security, as a non-functional requirement, is managed throughout the project?

- A. Include security concerns on the agenda for every meeting.
- B. Request that a security expert be added to the team.
- C. Add security as a non-functional requirement to the risk register, and review regularly.
- D. Ensure that planning and prioritizing includes consideration of security requirements.

Answer: D

Question: 188

The amount of information captured in the project's defects is varying within the development team. Team members are becoming frustrated with the defect quality inconsistencies and the frequent clarification required. What should be done to address the issue?

- A. Stop the current iteration to discuss defect quality issues and explore solutions.
- B. Discuss and explore solutions in the next planning meeting and take corrective actions as required.
- C. Generate insights at the next retrospective and adjust processes as decided by the team.
- D. Assign corrective actions to the backlog for the team to identify the mandatory defect information.

Answer: C

Question: 189

The team underestimated the complexity of a story, resulting in new decomposition of the work to be delivered in the current sprint and items to be returned to the backlog. What should the Scrum Master do next?

- A. Ask the project manager to work with the product owner to help generate clearer stories in the future.
- B. Develop guidelines to prevent future occurrences.
- C. During the retrospective, discuss the issue and create an action plan to avoid it in the future.
- D. Allow the team to devise a corrective action without external intervention.

Answer: C

Question: 190

An agile team and a traditional development team are working together on a project. Each team exceeds expectations regarding deliverables; however, issues arise when the deliverables are integrated. What should the agile

practitioner do?

- A. Foster stronger communication by hosting cross-organizational meetings between the two teams.
- B. Suggest merging the teams to avoid misunderstandings.
- C. Create stories from full technical specifications to avoid ambiguity.
- D. Co-locate the teams to encourage osmotic communication.

Answer: D

Question: 191

A product owner with experience in a predictive approach wants the team to develop very detailed schedules and cost estimates for the next 10 sprints. What should the Scrum Master do?

- A. Suggest the product owner start by focusing on the next 2 sprints instead of 10
- B. Spend the first few sprints to develop detailed schedules and budgets
- C. Invite the product owner to the retrospective to explain the team's approach to schedule and budget
- D. Explain that detailed project schedules and budgets are not artifacts in agile projects

Answer: C

Question: 192

Unable to meet a sprint's committed velocity, an agile team approaches the agile coach to define the next sprint's velocity. What should the agile coach advise?

- A. Split each story into multiple stories to meet the desired velocity.
- B. Set the velocity to the delivered story points of the last sprint.
- C. Use different estimation methods for stories and defects to meet the desired velocity.
- D. Re-estimate by assigning more story points to smaller stories to increase the velocity.

Answer: B

Question: 193

An agile team discovers a new risk and identifies that its impact may be severe. What should an agile practitioner recommend?

- A. Add a goal to the current iteration to fully mitigate or control the risk.
- B. Balance risk reduction and value adding activities in the next iteration.
- C. Continue with the current plan to maintain team velocity.
- D. Update the risk register and seek direction from a risk specialist.

Answer: A

Question: 194

Why should an agile coach model agile principles and behaviors, become self-aware, and be present?

- A. To better listen, serve and help the team grow their strengths individually and as a team
- B. To convince people what they need to do
- C. To help better disguise the command and control approach
- D. To understand team dynamics and develop a high performing team

Answer: A

Question: 195

At the end of a product development phase, an agile project team confirms that all tests have passed. The product is released, but the customer complains that it is deficient. What should the project team have done prior to product release?

- A. Requested approval from the project sponsor
- B. Undertaken a review of all requirements
- C. Conducted an end-of-phase demonstration
- D. Performed a retrospective to validate project deliverables

Answer: B

Question: 196

During sprint retrospectives, some team members are very vocal and tend to dominate the conversation, while others are more reserved and less likely to participate. What should the scrum master do?

- A. Encourage all team members to participate, and have them type their retrospective feedback into the agile lifecycle management tool.
- B. Ask more specific questions during the retrospectives.
- C. Use retrospective techniques, such as silent writing, clustering, and dot voting to field feedback prior to discussion by the team.
- D. Ask team members to email feedback that can be summarized in a spreadsheet for the team.

Answer: C

Question: 197

A team working with a new technology faces a significant amount of uncertainty about its ability to deliver stories due to technical issues. What should the team do?

- A. Capture risks and make them visible, and use a burn down chart to focus on reducing risks early in the project.
- B. Ask the scrum master to extend the sprint's duration to allow more time to work through technical issues.
- C. Place the impacted stories on the story board, and use daily stand ups to make the product owner aware of the technical issues.
- D. Seek guidance from the development manager

Answer: A

Question: 198

During a backlog refinement meeting, a senior team member raises a concern about an epic sizing that requires the use of a new interface for a vendor product. The product owner acknowledges this as a risk. What should the product owner do now?

- A. Log the risk in the risk register, and share the information with impacted stakeholders at the next monthly review meeting.
- B. Create a spike story to determine what needs to be done to use the new interface.
- C. Lower the epic's priority so that it can be deferred, and analyze it during backlog refinement meetings.
- D. Move the work to the vendor, since they have better knowledge of interface implementation.

Answer: B

Question: 199

An agile practitioner notices that team members are disengaged. As a result, the team's velocity has decreased. What should the agile practitioner do to get the team back on track?

- A. Escalate the issue to the project sponsor.
- B. Remove stories to increase velocity.
- C. Hold a standup to address the issue.
- D. Facilitate a team retrospective.

Answer: D

Question: 200

An agile team is working well together, but productivity has been flat. What can the project leader do to help them improve performance?

- A. Review the burndown chart to identify ways to increase efficiency.
- B. Chair a weekly team retrospective focusing on identifying areas for continuous improvement.
- C. Ask a senior manager to initiate a root-cause analysis.
- D. Identify team key performance indicators (KPIs) and create positive incentives when targets are achieved.

Answer: A

Question: 201

After a successful product deployment, a key stakeholder informs an agile team member that an implemented feature is failing to deliver its expected business value. The team member replies that the requirement was provided by the customer, and that the scope was clearly met.
If the problem were an issue of requirement elicitation rather than delivery, what should have been done to avoid this situation?

- A. Stakeholders should have regularly been engaged to obtain feedback and reduce the functionality risk.
- B. The team should have used the lean principle of delay, so that actual facts could be considered rather than assumptions and predictions.
- C. Interdependent teams should have been engaged using a collaborative approach to identify and leverage the best support.
- D. An owner should have been identified to obtain timely stakeholder feedback.

Answer: A

Question: 202

What is the first thing an agile development team should do when planning an iteration?

- A. Assign the tasks to one team member.
- B. Separate the stories into tasks.
- C. Estimate the stories' tasks.
- D. Help establish the next sprint's goal.

Answer: C

Question: 203

An agile team has been given a complex project with a basic set of requirements which need further elaboration and review. How should the team iteratively build out the backlog of requirements with the stakeholders?

- A. Conduct a requirements gathering workshop.
- B. Deliver the basic requirements iteratively.
- C. Have the product owner fill out the requirements backlog.
- D. Have the stakeholders fill out the backlog before starting the project.

Answer: A

Question: 204

Several new stakeholders are concerned about being asked to review a product demo before it is complete. How should the agile coach explain to the stakeholders the value of working this way? A. The product owner may act as the stakeholders' proxy at the demo and that the stakeholders do not need to be directly involved with the team.
B. The demo will show whether or not the team understands the level of effort required to complete the project.
C. The stakeholders will learn whether or not the implementation has worked by getting immediate feedback so they

can correct their assumptions for the next sprint.

D. The stakeholders will be better positioned to evaluate whether or not the resources expended by the organization are worthwhile.

Answer: C

Question: 205

Which agile practice would most significantly increase a team's velocity?

- A. Daily standups
- B. Iteration and release planning
- C. Training in areas of weakness
- D. Iteration

Answer: C

Question: 206

A large project team is assigned to a complex technical project with many interdependent epics. The team starts to experience problems in the second sprint as the technical leads are independently unable to determine the needed solutions.

What should the project lead do to help the team?

- A. Coordinate a collaboration session so all the team members are involved in the solution process.
- B. Plan a minimum viable product (MVP) in collaboration with the product owner to reduce technical complexity and move issues to the next release.
- C. Provide training for all team members to enable higher technical skills and the ability to resolve complex issues.
- D. Hire external consultants to advise on solution options and train team members in any technical gaps.

Answer: A

Question: 207

A key resource is switching between projects to obtain more visibility and acclaim. However, project work has grown and become a burden.

What should the agile project leader do?

- A. Add more resources to projects to ensure work sharing.
- B. Encourage the resource to undergo time management training.
- C. Ask management to ensure that the resource is available to only one project at a time.
- D. Allow the resource to continue switching between projects to deliver high customer value.

Answer: C

Question: 208

A new project is scheduled to begin next month. The project manager has had plenty of time to review and plan all the activities and has adopted the best approach for the project and the organization.

Which action did the project manager most likely take when choosing the approach?

- A. They most likely used a process that was successfully used for other projects; what has worked before is less likely to fail.
- B. They most likely discussed the best approach for this project with the team and will adapt and tailor the approach

periodically by reviewing and verifying the scope with the customer.

- C. They most likely requested an increase in the management reserve; this will help the project manager to be more flexible during change requests and risk response activities.
- D. They most likely implemented a predictive approach; this approach might limit the freedom of making changes but secures the project from unknown risks.

Answer: B

Question: 209

The coach on a new agile team notices that one team member is influencing most of the team's decisions. What should the coach do?

- A. Replace the team member with a more collaborative individual.
- B. Permit the team member to continue influencing because agile teams are self-organizing.
- C. Ask probing questions to other team members to encourage dissenting viewpoints.
- D. Intervene if the team's velocity drops.

Answer: C

Question: 210

Halfway through the execution of an agile project, a retrospective meeting is held. One of the team members believes that the actual time and cost to complete the work has consistently been greater than what was originally estimated.

Which of the following activities should be performed next?

- A. The product owner should reduce the scope of the project so that the items delivering the highest business value can be completed.
- B. The team should perform a spike to conduct research on their technical solutions and prove their viability.
- C. The team should consolidate small stories into larger ones so that there are less work items to be estimated.
- D. The team should reevaluate time and cost estimates to reflect the latest understanding of the work effort.

Answer: D

Question: 211

When considering impact on a project, to whom should an agile project manager give top priority on the stakeholder list?

- A. The stakeholder who can prevent the project from delivering within budget
- B. The stakeholder who can prevent the project from achieving its goals
- C. The stakeholder who can delay the project
- D. The stakeholder who can work as a friend and help prepare the stakeholder list

Answer: B

Question: 212

In companies where decision making is driven by data analytics and unknown variables are addressed, what advantages does agile project execution offer over a predictive approach?

- A. A formalized agile approach offers controlled flexibility in dealing with unknown variables in a manner that adds business value.

- B. Agile is focused only on digital transformation project management, whereas a predictive approach focuses on traditional "brick and mortar" projects.
- C. The agile formal change management system is better able to deal with unknown variables.
- D. Agile is relatively new; therefore, it is inherently more aligned with data-analytic-based efforts.

Answer: A

Question: 213

A member of a cross-functional project team is not able to attend regular status meetings and provide progress updates, which is impacting the productivity of the entire team. What should the product owner do to improve productivity?

- A. Discuss the issue to reduce the backlog based on decreased productivity of the team.
- B. Collect updates from each team member before the meeting and share them with all members.
- C. Ask the team member to update daily progress on the information radiators.
- D. Change the team velocity to show positive progress in shared information radiators.

Answer: C

Question: 214

An agile leader has been assigned to a project that involves significant technical complexity. What should the agile leader do to set the project up for success?

- A. Address this impediment by obtaining suitable training for the team.
- B. Address the risks resulting from complexity within sprint zero.
- C. Facilitate team brainstorming of the risks resulting from complexity for the risk register.
- D. Motivate the team to try new technical approaches.

Answer: C

Question: 215

During an iteration, an urgent customer request for support reaches the team. If they work on it, the team's commitments in this iteration are at risk.

What should the team do next?

- A. Work overtime to meet the customer request and the iteration commitments.
- B. Ask another team that is less busy to handle the situation.
- C. Work with the product owner to assess the impact for reprioritization.
- D. Work on the customer request in the next iteration as a top priority.

Answer: C

Question: 216

What information should a project team include in an extended stakeholder report to ensure that all current and future stakeholders are aware of the frequent updates?

- A. Team capacity and competence profiles
- B. A list of tools used for implementation
- C. A list of open technical issues
- D. Up-to-date project radiators

Answer: D

Question: 217

A project team has a senior subject matter expert (SME) who is comfortable with data integration.

The SME is not inclined to perform regression testing because the SME feels that performing regression testing is more of a junior duty.

What should the scrum master do?

- A. Explain to the SME the importance of being a team player, that the tasks are assigned by the scrum master, and work should not be refused.
- B. Acknowledge that the SME has a valid point from an efficiency point of view and will perform better staying as a specialist.
- C. Leverage a separate testing team altogether to assist with all testing to ensure consistent results.
- D. Explain to the team the importance of reducing team size by reducing specializations and bottlenecks and that every team member plays an equal part.

Answer: D

Question: 218

A new agile project leader habitually becomes involved in the work from a support perspective and uses information radiators to ensure that all actions to remove impediments are visible to the team. What is the agile project leader doing?

- A. Practicing the servant leadership style of working with an agile team
- B. Building a collaborative teamwork culture
- C. Following a participatory decision-making model
- D. Adopting the practice of receiving feedback that will facilitate team improvement

Answer: A

Question: 219

A product owner has various items in a product backlog and does not know how to prioritize them.

How should the agile practitioner coach the product owner?

- A. Sort the stories in the backlog by descending story points and release the stories at the top of the list equal to the team's velocity.
- B. Prioritize the most valuable product features in the backlog first.
- C. Determine the features with the highest risk and release those first.
- D. Determine which features comprise the smallest feature set that could be successful in the market and establish viability of the product.

Answer: B

Question: 220

At an iteration review, the product owner indicated that the work delivered did not meet expectations. The project team is surprised.

How should this situation have been prevented?

- A. The team should have reviewed the definition of done prior to the iteration review.
- B. The testers should have ensured that test cases accurately reflected the product owner's expectations.
- C. The team should have conducted more demonstrations with the product owner during the iteration.

D. The product owner should have provided clearer explanations during the planning meeting.

Answer: C

Question: 221

A company has decided to use an agile delivery method for launching a new product to improve the customer checkout experience. How should the project manager ensure the experienced predictive delivery teams are capable of adopting the agile model?

- A. Assign agile roles within the team and conduct training for each role to provide understanding of the agile methodology.
- B. Organize training and development workshops to help all stakeholders to form a shared understanding of agile practices.
- C. Plan a transformation to agile delivery methods for senior leadership before starting project implementation.
- D. Apply only agile methods and practices for specific deliverables of the work and assign this work to experienced agile team members.

Answer: B

Question: 222

The team is derailed by a demand from a senior manager unrelated to the project. How does the agile coach help the team?

- A. By coaching the team to outperform previous velocity
- B. By coaching the team to adhere to expectations set by the scrum master
- C. By encouraging overestimation to increase velocity
- D. By advising the team to remain committed and focused on project goals

Answer: D

Question: 223

After conducting the second retrospective with project stakeholders, the customer expresses frustration. The customer wants a more predictable roadmap for the delivery of features and functionalities. How should the project manager respond to the customer?

- A. Explain to the customer that an agile approach requires re-prioritization at the beginning of each sprint, so it is not possible to provide a roadmap.
- B. Ask the customer to develop a roadmap the team can follow for future delivery.
- C. Work with the customer to understand which user stories will deliver the best business value, reprioritize the backlog, and share it with the customer to provide release plans.
- D. Work with the product owner to develop a tentative roadmap for the customer but explain that it is always subject to change.

Answer: C

Question: 224

Two agile teams from different company sites need to work and collaborate on the same project. What is the first action the agile project manager should take in order to ensure a smooth collaboration between the two teams?

- A. Organize onsite backlog-refinement workshops to ensure common understanding.
- B. Set up weekly meetings where all team members will participate.
- C. Call an onsite meeting where ground rules will be discussed and agreed upon.
- D. Ask the product owner to prepare an onsite team-building activity.

Answer: C

Question: 225

To create the project vision, an agile team has scheduled an initial meeting with their customer representative. What should the team bring to this meeting?

- A. A list of templates to be used to create the project vision
- B. A list of project stakeholders and user stories
- C. A checklist for future acceptance tests for project deliverables
- D. A list of questions for the team and customer representative

Answer: D

Question: 226

Which option describes how risk should be managed in an agile project?

- A. Since using an agile methodology minimizes risk in project management, the project team can focus on delivering business value over managing risk.
- B. Project team members would each be responsible for identifying and managing risks for the individual user stories they have been assigned
- C. All stakeholders are responsible for identifying risks during standups, retrospectives, and other team meetings.
- D. The product owner is responsible for identifying risks and entering them into the backlog so that their mitigation can be prioritized.

Answer: C

Question: 227

An agile coach is facing a dilemma: On one hand, there is a requirement that is vital and will consume all capacity of the team. On the other hand, there are some chore-related tasks that will improve the team's ability to produce results. The team insists on implementing these tasks since they will increase efficiency.

What should the agile coach do?

- A. Characterize chores as low priority since they do not add obvious value to the product
- B. Delegate chore-related tasks to another team.
- C. Escalate the issue to the shareholders/steering committee.
- D. Get the product owner and team to meet to prioritize the work.

Answer: D

Question: 228

During the fourth sprint retrospective for an IT project, the team members develop a series of actions to improve problem solving in the next sprint. However, many team members are concerned that these actions will not be implemented, since there was no follow-up from the last retrospective meeting.

What should the scrum master do to improve team commitment to the recommendations from the retrospective meeting?

- A. Lead the team and help them to constantly improve the processes in the project.
- B. Be aggressive when working with the team to identify the root cause of the problems.
- C. Ensure each team member follows through all the improvement actions.
- D. Perform as a servant leader and let the team resolve the impediments of the project themselves.

Answer: A

Question: 229

The productivity of an agile team has fallen significantly in the last sprint. The team members have not mentioned any impediments but seem to be fatigued.

What should the agile practitioner do?

- A. Discuss the issue with the team at the next daily standup meeting.
- B. Discuss the issue with the team at a special meeting for this purpose.
- C. Discuss the issue with the project stakeholders at a special meeting for this purpose.
- D. Discuss the issue with the team at the next project retrospective.

Answer: D

Question: 230

As a team completes their 21st sprint, new information reveals that a number of significant system integrations must be made to ensure the project scope is met. How should the project management plan be adjusted?

- A. Holistically at the project level
- B. At the end of each sprint
- C. At a sprint level after each demo
- D. Periodically, at both the release and project level

Answer: D

Question: 231

A software development team is working in an environment in which increased competition, demanding customer expectations, and new technological developments pose significant challenges. How should the team plan improvements to their product?

- A. Follow the project schedule created at the start of the project.
- B. Hold regular retrospectives and have team members commit to specific actions.
- C. Allow team members to choose improvement items and trust their judgment.
- D. Encourage team members to write code that is tightly coupled together.

Answer: B

Question: 232

During a sprint demo, a business representative identifies missing requirements. The agile practitioner realizes that all key stakeholders were not included during requirements detailing. What should the agile practitioner have done to avoid the situation?

- A. Included the stakeholders in the project planning meeting
- B. Organized an earlier demo to solicit business feedback
- C. Ensured all business leaders signed off on requirements
- D. Engaged key stakeholders periodically to collect requirements

Answer: D

Question: 233

The lead developer informed the team that they have learned of some possible integration challenges in creating customer dashboards using the architecture the team has chosen. What should an agile practitioner do?

- A. Conduct an architectural spike immediately to decide how the functionality will be determined.
- B. Work with the product owner to avoid the risk by determining if their requirements could be met with reporting or a similar functionality.
- C. Continue the priority defined by the product owner on the backlog for the functionality they determined to be the highest priority.
- D. Identify this as a risk, decide on the response, and prioritize spike to determine the solution on the product backlog.

Answer: D

Question: 234

Several potential risks have been identified for a new project that started last month. The project manager is worried that the team is not fully aware of these potential threats.

What should the project manager do?

- A. Mention the risks during the daily standups and ensure all agreed-upon response actions are discussed by the team.
- B. Remind the team daily about the threats and request a response regarding which risks have been identified and resolved.
- C. Arrange weekly meetings and invite the project sponsor to discuss the importance of the project with the team.
- D. Create a space on the board to prioritize the threats, along with an update on the actions that are in progress and what still needs to be done.

Answer: D

Question: 235

Management decides to set up a new project to exploit an emergent market opportunity.

Management suggests using an agile approach that is currently working for another project.

What should the agile leader do next?

Management decides to set up a new project to exploit an emergent market opportunity.

Management suggests using an agile approach that is currently working for another project.

What should the agile leader do next?

- A. Conduct a workshop for all key stakeholders to analyze the case and decide on the proper approach.
- B. Suggest an approach that was successful in a previous project.
- C. Accept the manager's suggestion and avoid unnecessary conflicts and delays.
- D. Work with the team to analyze the market opportunity and create a tailored agile approach if needed.

Answer: D

Question: 236

A project was delivered in a foreign country for a big customer, but there are a lot of complaints about the way the functionality was implemented. Now there is a new project to fix the defects of the first one.

What strategy should be used to deliver it successfully?

- A. Talk with the old project manager to learn about the problems they encountered and the lessons learned.
- B. Suggest organizing a meeting in order to analyze the situation and work to find a strategy.
- C. Analyze all defects and change requests carefully to understand their root causes and act accordingly.
- D. Suggest an iterative approach including timely engagement of all key stakeholders and hold regular review meetings.

Answer: D

Question: 237

A project team member expresses frustration about the length of time it takes to make decisions for a complex project. Approvals need to happen at many levels in the company.

What should the team lead do to improve decision quality and reduce the time required to make decisions?

- A. Make sure the project owner is fully embedded into the project team so that they are readily available to make quick decisions.
- B. Establish collaborative behaviors among all members of the organization through a group decision-making process.
- C. Ensure all decisions are routed as quickly as possible to the project sponsor and have the rules of engagement visibly posted.
- D. Reduce the number of required approvals and expand the decision-control limits to the scrum master.

Answer: A

Question: 238

The product owner working on an agile software development project has brought all the Scrum team members together for the first sprint planning meeting. The team has read the user stories and has provided estimates to complete these user stories. The product owner plans to empower the team to get the work done.

What is this an example of?

- A. Emotional intelligence
- B. Two-way communication
- C. Bipartisan agreement
- D. Reciprocal communication

Answer: B

Question: 239

An agile practitioner notices that a project is increasing open defect counts after every subsequent iteration. What should the agile practitioner do?

- A. Create an issue on the backlog to investigate the root cause and assign a team resource to resolve the issue immediately.
- B. Request increased velocity from the development team to clear off some defects and stay on track with the current iteration's work.
- C. Ask the team to determine how to adapt to this increase in the next retrospective.
- D. Stop work on in-progress user stories to clear defects from the product owner and increase velocity on defect resolution.

Answer: C

Question: 240

New stakeholders are joining a project team where the agile coach will educate them about their roles and responsibilities. How should the stakeholders ensure their objectives are met by product delivery?

- A. Provide feedback for completed user stories.
- B. Define how the features will be implemented.
- C. Tell the team which features to include in the backlog.
- D. Write acceptance criteria for the user stories.

Answer: D

Question: 241

Several team members have complained to senior management about their scrum master's processes. What should the scrum master do to address the team's process concerns?

- A. Include senior management in the process decisions.
- B. Communicate the processes and expectations to the team.
- C. Conduct retrospectives at the end of every sprint.
- D. Include process feedback in the next sprint planning session.

Answer: C

Question: 242

A customer has difficulty explaining how the highest priority feature will work. What should the agile project manager do?

- A. Create a time-boxed spike story to reduce the technical risk of the feature.
- B. Commence an iteration 0 for the customer and the team to investigate the feature.
- C. Facilitate the decomposition of the feature epic into more manageable user stories.
- D. Facilitate a just-in-time exploration of the functionality by the customer and the team.

Answer: D

Question: 243

During a review close to a product release, the customer spotted several features that will need to be changed. What caused this to happen?

- A. Reduced or improper customer collaboration.
- B. Reduced or improper product knowledge by the development team.
- C. Reduced or improper release planning.
- D. Reduced or improper product specification.

Answer: A

Question: 244

An organization wants to execute a corporate website redesign project using Scrum. There is an experienced pool of agile team members from a previous project, as well as a pool of available internal team members with some Scrum background.

What should be considered when selecting the team?

- A. Review any reports of conflict between each of the team members over the last two years, and select only those with a track record of working well together.
- B. Ensure there is a balanced mix of people who are experts and members with broad experience based on the work to be performed and determine training needs.
- C. Ensure that none of the team members are geographically dispersed so that all team members can be colocated.
- D. Review each team member's contributions to the velocity of their previous projects and select the highest performers.

Answer: B

Question: 245

Some members of an agile project team work remotely, so it is difficult to have regular face-to-face backlog grooming sessions. How should the agile practitioner ensure that the team is able to reduce miscommunication and rework in this environment?

- A. Understand the physical and virtual communication needs of the team and plan agile events based on the majority of the team members' needs.
- B. Escalate with senior management and ensure that everyone on the project team is physically colocated for all planned agile events.
- C. Invest in technology-collaboration tools to enable effective communication and ensure a common understanding of the scope, issues, and solutions.
- D. Recognize the different communication styles of the stakeholders and take a vote on the best approach that will work for the team.

Answer: C

Question: 246

During a project's last iteration, an agile team struggled with a feature's delivery due to the lack of a required skill. The project has already incurred a five-day delay. A further delay of at least 10 days is anticipated.

What should the agile project leader have done to avoid this situation?

- A. Provided just-in-time training of the required skill to specific team members
- B. Lowered the feature's priority until a team member acquired the skill to build it
- C. Assigned the feature to another agile team that had members with the required skills
- D. Ensured that the team was comprised of cross-functional, generalized specialists

Answer: D

Question: 247

A project team is currently working on sprint seven of a release that is estimated to require twelve sprints to complete. The team has reviewed the stories for this sprint and discovered that it will require rework from previous sprints.

What should the scrum master do?

A project team is currently working on sprint seven of a release that is estimated to require twelve sprints to complete. The team has reviewed the stories for this sprint and discovered that it will require rework from previous sprints.

What should the scrum master do?

- A. Ask the product owner to revisit the scope of the release and revise it so that the team can keep the current commitment schedule.
- B. Ask the team to find a workaround so that they can continue with the current project management plan.

- C. Advise the team to continue working on the sprints as the release plan has been set.
- D. Ask the team to estimate the amount of rework needed so that adjustments can be made to both the project and release plan.

Answer: D

Question: 248

While working on a sprint for a software development project, the team is unsure of how the feature should be designed. The project sponsor recommends developing a prototype of the user interface to discover more about this feature. Why is the project sponsor making this suggestion?

- A. The information gathered will help the team improve the allocation of resources in developing the most important features.
- B. The project sponsor believes that the agile team is not adding in the most important features during this sprint.
- C. The users can help the team understand if the feature adds value, avoiding the risk of building the wrong product.
- D. The users will start using the software sooner, and the team can start working on the next iteration.

Answer: C

Question: 249

An agile team wants to collectively determine a project's size. What will the team be doing if they use the planning poker technique to accomplish this?

- A. Estimating story points by comparing them to similar, past features
- B. Estimating stories by placing them in buckets
- C. Using the number of dots for votes to estimate story points
- D. Estimating the relative size of stories by using story points

Answer: D

Question: 250

A team is preparing to demonstrate new product capabilities to a leadership team. The demonstration will show working software and a listing of the projected value of the capabilities. What should the team do to ensure the demonstration is successful?

- A. Provide an understanding of business value and customer feedback.
- B. Align with stakeholder expectations and releasable product increments.
- C. Show self-management and tailoring processes for continuous improvement.
- D. Provide collaboration and knowledge sharing of product increments.

Answer: B

Question: 251

When working on a new product, what should an agile team do to ensure alignment with external stakeholders?

- A. Hold a kick-off meeting to assign roles.
- B. Review the project vision statement.
- C. Ask the product owner for a detailed product-specification document.
- D. Work with the scrum master to ensure that agile principles are followed.

Answer: B

Question: 252

On an agile project, it is important to identify and engage business stakeholders throughout the project and to ensure the team understands the stakeholders' business needs. Which option supports this idea?

- A. A project charter should be established and reviewed throughout the project life cycle to ensure the accurate documentation of stakeholders' interests and expectations.
- B. A product backlog should be created to list the project requirements from all of the project stakeholders.
- C. An Agile Manifesto should be created to document the project stakeholders, their desired outcomes, and identified risks.
- D. A user story should be created for all key stakeholders to list their individual business objectives and needs.

Answer: B

Question: 253

A high-profile project team is struggling to meet planned velocity. During a retrospective, the team agreed that their lack of experience in the technology resulted in an excess of rework.

What should be done to resolve this challenge?

- A. Increase the duration of iterations to minimize the frequency of priority changes that are distracting the team.
- B. Reduce the duration of iterations so that the product owner can reprioritize work to ensure business value alignment.
- C. Increase the level of effort in testing to ensure that all defects are identified and properly documented so they can be resolved before the end of the iteration.
- D. Implement a spike to enhance creativity by experimenting with new techniques and process ideas in order to discover more efficient and effective ways of working.

Answer: D

Question: 254

During a retrospective, the team agrees that they have limited competence in using a newly introduced tool. What should the team do?

- A. Explore options for increasing knowledge in the next iteration's backlog.
- B. Experiment with the tool's usage by adding extra tasks in the current iteration.
- C. Propose alternative tools that the team is more competent using.
- D. Ask a tool expert to join the team and perform the relevant work.

Answer: A

Question: 255

The agile lead is told by executive leadership that the team needs to work faster because the release date has been moved up three months. The agile lead communicates the updated timeline to the team. One of the junior team members objects and feels the timeline is unrealistic.

What should the junior team member do?

- A. Speak to the agile lead about the concerns.
- B. Follow the agile lead's instructions.

- C. Increase the time worked to meet objectives.
- D. Speak to all team members about the concerns.

Answer: A

Question: 256

After performing three sprints, the product owner and sponsor request an accurate schedule indicating when all releases will be delivered. What should the agile practitioner do?

- A. Calculate velocity based on completed sprints and triangulate the remaining work on the backlog to commit to an accurate schedule.
- B. Decompose the product backlog into user stories with tasks/acceptance criteria and estimate to commit to an accurate schedule.
- C. Use analogous estimating techniques based on projects with a similar velocity.
- D. Provide a delivery range based on the team's estimated velocity.

Answer: D

Question: 257

A software project is being implemented by a small, colocated team. What should the project manager do to keep the team focused and engaged with the high level of requirements?

- A. Arrange afternoon touchpoints where the team can discuss what they have done during the day
- B. Request that the project sponsor is present during daily standups to increase commitment from the team.
- C. Send out daily activity tasks to each member of the team, mitigating the risk of tasks being forgotten.
- D. Make use of a kanban board so that the team will have a clear view of the work in progress (WIP) for the release.

Answer: D

Question: 258

An agile team is having difficulties in obtaining the participation of a true user to be a part of their team. In the absence of a true user, the development manager steps in to act as a proxy for the user. What can the agile team do to improve value delivery in the absence of a true user?

- A. Improve the velocity of each iteration.
- B. Add a variety of skilled programmers and expert testers to the team.
- C. Reduce the length of each iteration.
- D. Add a variety of users, such as business analysts and domain experts, to the team.

Answer: D

Question: 259

A project has several features that will deliver immediate customer value. The product owner needs to determine which features to include in the upcoming iteration.

What should the product owner have the customer review and approve?

- A. Work breakdown structure
- B. Description of all features' functions and an estimate of their cost
- C. Priority list of desired features and functions

- D. Comprehensive schedule of immediate deliverables

Answer: C

Question: 260

An agile coach is working with a team that serves clients making product requests by phone. During a daily commitment and replanning meeting, a team member states that they were unable to resolve a client request because they lacked sufficient product knowledge.

What should the agile coach do?

- A. Facilitate a team discussion to identify knowledge gaps and determine the best way to address them.
- B. Ask the line manager to assign the team member with the required technical knowledge.
- C. Meet with the team member's line manager to discuss their development plan.
- D. Provide the team member with training in any lacking areas.

Answer: A

Question: 261

During the advanced stages of implementing a complex design, an agile practitioner realizes that the architecture is not scalable for user requirements. The architect suggests a workaround that is minimally adequate but may cause some performance issues.

What should the agile practitioner do?

- A. Tell the team that this is unacceptable for the upcoming project.
- B. Implement the workaround since performance issues can be addressed in the next iteration.
- C. Calculate the cost of redoing the architecture and seek management approval.
- D. Brainstorm with the team to identify a solution.

Answer: D

Question: 262

An executive notices a kanban board in a highly visible location and expresses concerns to the project manager that too many people will see it. What should the project manager do?

- A. Cover up the kanban board every time the project team is not actively updating it.
- B. Demonstrate how the kanban board is necessary for assigning proper ownership for the work that has been done.
- C. Explain that the kanban board enables the team to complete the work and increases transparency on work that is not done.
- D. Remove the kanban board immediately and place it in a location where it is not visible.

Answer: C

Question: 263

During refinement, the team tester has a question about part of the acceptance criteria for a given user story. Who should clarify the acceptance criteria?

- A. The sponsor, since they understand the business value.
- B. The scrum master, since they coordinate with the team and define the acceptance criteria.
- C. The product owner, since their vision is the basis for the acceptance criteria.
- D. The developer, since they write the code that would be tested.

Answer: C

Question: 264

A new stakeholder has recently joined a project. During a meeting with the scrum master, the new stakeholder tries to understand the status of the project and the remaining tasks for completion. How should the scrum master inform the new stakeholder?

- A. Show the stakeholder the latest release breakdown for the project.
- B. Invite the stakeholder to attend the next sprint review meeting.
- C. Show the stakeholder the progress radiators for the project.
- D. Invite the stakeholder to attend the next sprint planning meeting.

Answer: A

Question: 265

An agile leader notices that a team member is becoming very quiet and disengaged in meetings. What should the agile leader do to identify team members' personalities and motivators?

- A. Use the DISC framework with each team member.
- B. Use MoSCoW ratings to keep people engaged.
- C. Hire a SAFe coach to provide encouragement.
- D. Employ BDUF to help with providing structure to meetings

Answer: A

Question: 266

A project team developer has been involved in a large corporate initiative that has negatively impacted team productivity on another project to which they have been assigned. How should the developer have handled this situation?

- A. Worked as planned to meet the team's commitments and participated in other events as time permitted.
- B. Worked extensively on the corporate initiative in order to inform the team of that effort.
- C. Asked to be relieved of project tasks to maintain team velocity.
- D. Have not participated in any initiative that could take focus away from the team's project and goals.

Answer: A

Question: 267

Part way through a project, several team members are in conflict over whether or not a deliverable has been properly completed. How should the agile leader reduce this conflict?

- A. Facilitate team agreement on the definition of done (DoD) during the chartering process.
- B. Motivate the team during Tuckman's "storming" phase.
- C. Ensure the product owner is grooming the backlog so user stories are clearly written.
- D. Ensure epics are broken down into smaller user stories for clarity.

Answer: A

Question: 268

Project stakeholders are finding it difficult to know the real-time status of who has been assigned to various stories and the status of each work item. Which of the following should the agile project manager do?

- A. Use an information radiator to help increase the transparency of work for key stakeholders.
- B. Send status updates whenever the stakeholders request them.
- C. Hold Scrum meetings more frequently to ensure stakeholders are well informed.
- D. Instruct the team to focus on their own assignments rather than the work of others.

Answer: A

Question: 269

A team member has made a mistake on a project. How should the scrum master address the mistake?

- A. Encourage all team members to follow existing processes.
- B. Require team members to complete a peer review of work and deliverables.
- C. Facilitate a retrospective to identify areas of improvement.
- D. Reward those who have the lowest occurrences of mistakes.

Answer: C

Question: 270

For what is the MoSCoW method used?

- A. Estimating story size
- B. Prioritizing stories
- C. Validating a product
- D. Tracking progress

Answer: B

Question: 271

During a retrospective, a team member claims that a specific set of documentation that is continuously updated during iterations is not being used by any stakeholder. What should the team do?

- A. Continue updating the documentation but initiate an analysis to identify its value and act on the findings.
- B. Stop updating the documentation since no one is using it.
- C. Continue updating the documentation since it is clearly required by the process.
- D. Stop updating the documentation and initiate an analysis to identify its value and act on the findings.

Answer: D

Question: 272

An agile team has started to worry because lately they have seen an increase in the number of issues.

There seems to be a large variance in the quality of the work items delivered. The team now realizes that a shared understanding of quality may not exist among team members.

What should the team do?

- A. The team should move to test-driven development as defects are not being detected during testing.
- B. The team should account for the increased problems in their velocity forecasts since unexpected changes occur in agile projects.
- C. The team should discuss their definition of done (DoD) and make changes to ensure there is common understanding of the acceptance criteria.
- D. The team's agile project manager should facilitate the development of a new, detailed test procedure that all team members must follow.

Answer: C

Question: 273

One of the senior stakeholders on a project did not want to be engaged on a daily basis. During the iteration, the team encounters complexities but are convinced these issues can be resolved in time for the demo.

What should the agile practitioner do?

- A. Be transparent with all the stakeholders and make them aware of the issues encountered and the current project's status.
- B. Ensure the agile leader documents a risk in the risk register and communicates the risk to the project sponsor.
- C. Support the team's decision, and since the team is confident about being able to resolve the issues in time, do not raise the issues as risks with the stakeholders.
- D. Ask the product owner to make a decision as to whether or not all the stakeholders should be kept informed about the current project's status.

Answer: A

Question: 274

While planning, what prioritization factors need to be considered for a minimally marketable feature (MMF)?

- A. How much risk is needed to develop an MMF
- B. How much money the organization will earn or save by having the MMF
- C. How many stakeholders are influencing the MMF
- D. How much time does an organization need to develop an MMF

Answer: B

Question: 275

A newly formed, colocated team is participating in daily standups, but is otherwise working largely as individual contributors. This has resulted in misalignment of activities. Planned velocity is being met. What should the agile practitioner do?

- A. Plan activities that will require the team to work collaboratively on a regular basis.
- B. Set collaboration metrics and evaluate individuals against those metrics.
- C. Request that line management add more collaborative team members to the team.
- D. Allow the team to continue with no interference as activities are being met.

Answer: A

Question: 276

An agile team is struggling with an issue. A team member mentions that another team had a similar issue that was resolved, but lessons learned documents are unavailable.

What should the agile practitioner do?

- A. Suggest that all agile teams share weekly reports on their projects.
- B. Encourage the team to independently find a solution.
- C. Work with the team to create a solution for disseminating team knowledge throughout the company.
- D. Recommend hiring an external expert to advise on the best methods for sharing knowledge among teams.

Answer: C

Question: 277

Over the last two sprints, a number of potential problems have threatened the team's ability to hit the targeted release date. What should the agile practitioner do?

- A. Deal with the issues in a retrospective if they ever come up again.
- B. Create a task board to track issues when they appear.
- C. Identify and monitor issues through a risk burndown chart.
- D. Create an issue log as an information radiator and monitor.

Answer: C

Question: 278

One of the overseas stakeholders on an agile project has not been actively involved in the project's development. What would be the first step to reengage the stakeholder?

- A. Increase the frequency of emails and/or try to call the stakeholder.
- B. Remind the stakeholder of their obligation to engage in the project.
- C. Talk to the stakeholder's superior so they can offer coaching and guidance on project involvement.
- D. Set up a meeting with the stakeholder to modify the working agreement and ensure future engagement.

Answer: D

Question: 279

The customer asked the IT project manager to change a few specifications for the software being developed, which will affect the project budget. The financial sponsor is having difficulty approving changes to the budget that was already allocated to the project.

What should the project manager do next?

- A. Explain that agile principles mandate that there should be a contingency budget for agile projects.
- B. Request the team work overtime to get the work done on time and within the allocated budget.
- C. Encourage the product owner and team to analyze the impact of the changes and prioritize the backlog.
- D. Review the contract documentation with the customer to clarify the specific agreed upon budget amount.

Answer: C

Question: 280

What should a scrum master do when an agile team member is behind on their tasks?

- A. Ask the team for suggestions.
- B. Move the tasks to another team member who has spare capacity in the sprint.
- C. Hold a one-on-one meeting to encourage the team member to meet task commitments.
- D. Inform key stakeholders

Answer: C

Question: 281

In a scrum team, who should be responsible for the budget and release plans?

- A. The scrum master assigns someone on the team to handle the budget, and the product owner is responsible for

release plans

- B. The finance department is responsible for budget, and the product owner is responsible for release plans
- C. The scrum team as a whole, as they are self-organizing and share accountability
- D. The product owner is responsible for both the budget and the release plans

Answer: D

Question: 282

A new agile team is forming to address a high-priority project. Team members are dispersed over a wide geographic area. The scrum master and the team are currently defining their working agreement.

What should be part of the working agreement for a dispersed team?

- A. Identify support needed from external vendors to assist dispersed team members.
- B. Meet face to face at regular intervals to enhance shared understanding.
- C. Designate one person to communicate with all team members working at different locations.
- D. Define what project work can be done by dispersed team members.

Answer: B

Question: 283

A team is building a product in three-week iterations. During the last retrospective, it was identified that there was a 20 percent increase from previous iterations in the number of reported defects and change requests.

Since this is causing the product's value to decrease, what should the team do?

- A. Reevaluate the duration of the cycles, as faster cycles may allow for earlier detection of defects.
- B. Run a sprint to clear all reported defects before taking new stories.
- C. Change the control mechanism so that items are better tested before delivery.
- D. Increase the opportunities to confirm common understanding with the client.

Answer: C

Question: 284

A team member has asked a question about the responsibilities of the product manager, QA, and the team regarding quality. What should the agile project manager advise?

- A. The entire team is responsible for quality and each team member is accountable for ensuring the success of every component.
- B. The entire team is responsible for quality, but each team member's role may vary as stated in the definition of done (Do
- C. The entire team is responsible for quality and QA is responsible for surprises, gaps, and other intricacies that may have been overlooked.
- D. Quality is the responsibility of the entire team, and the product manager defines the functionality from end to end.

Answer: B

Question: 285

A project's product owner asks the scrum master to facilitate the estimation activity. The scrum master then meets with the team and the product owner to clarify the user stories. Following the meeting, the team assembles and provides

individual user-story estimates.

What technique did the team use?

- A. Lessons learned
- B. Wideband Delphi
- C. Formal point counting
- D. Planning poker

Answer: D

Question: 286

After some iterations, the agile practitioner observes that the team is self-organizing in small knowledge silos. Which action should be taken regarding the team's behavior?

- A. Raise the concern to upper management.
- B. Establish rules for the team to avoid this situation.
- C. Reorganize the team aiming to force the behaviors.
- D. Advise the team of the risks and invite them to change.

Answer: D

Question: 287

In a project, the customer asks for a requirement that clearly deviates from the contract terms. How should the contractor react?

- A. Proceed with the work only after the contract is amended.
- B. Discuss the value of the change for the project with the customer.
- C. Evaluate effort and impact and ask for steering committee and shareholder approval.
- D. Stick with the contract terms and agree to review the requirement if time allows.

Answer: A

Question: 288

During team meetings, the team often struggles with making decisions about their technical approach. What should be done to improve the quality and timeliness of decisions?

- A. Work with the team to improve collaboration by fostering group decision making and conflict resolution techniques.
- B. Promote team discussion but give the product owner the ultimate decision making authority.
- C. Assign individual team members as decision owners for each key decision to avoid conflict.
- D. Identify team members that demonstrate servant leadership qualities to facilitate discussion and make decisions.

Answer: A

Question: 289

In a planning meeting, the client does not have a clear understanding of the most beneficial features of a project, because there are too many stakeholders with different requirements. How should the project manager approach this project?

- A. Define all requirements so value can be added by delivering a high-level plan at the initiation phase.
- B. Suggest the product owner prioritize the work items by feature to maximize value.

- C. Ask the customer to define the requirements of all stakeholders and select the most valuable features.
- D. Ensure the client has a clear idea about the features and end product before the project starts.

Answer: B

Question: 290

Why is stakeholder engagement important for project success?

- A. To participate in establishing a shared vision as a member of the team
- B. To provide the acceptance criteria for the delivered items
- C. To propose implementation methods to the development team
- D. To evaluate the performance of the development team

Answer: A

Question: 291

On a complex project with a large degree of uncertainty, the team's velocity is declining. Upon testing, it is discovered that many of the work items reported as complete are not meeting the stakeholders requirements.

Which of the following could help resolve the incomplete work?

- A. Conduct a spike so that the team can focus on defect repair without the distraction of new work items.
- B. Create a burndown chart to ensure the team understands the variance between the current and target velocity
- C. Work with the product owner to reduce the complexity of the work so that the team can improve quality.
- D. Work with the team to ensure that acceptance criteria is being properly defined and understood.

Answer: D

Question: 292

What is the risk of using agile in a distributed team?

- A. Frequent integration of work produced
- B. Lack of shared knowledge of user stories
- C. Need for more locations to learn agile
- D. Unclear team structure

Answer: B

Question: 293

The team is aware that they will need to integrate a new component to their solution in the next few weeks. The team does not have any experience with this component.

What should the team do next?

- A. Ask for a team extension so that an engineer with the needed experience can be added to the team.
- B. Suggest that the product owner perform the initial investigation and present the outcome to the team.
- C. Request that the product owner include a spike in the next iteration's backlog so they can perform an initial investigation
- D. Propose alternative components with which the team has experience.

Answer: C

Question: 294

A global organization is migrating its IT infrastructure from traditional, physical assets to cloud-based assets. Agile concepts are new to the organization because it currently uses a predictive approach.

What should an agile coach do to facilitate a culture change to an agile approach?

- A. Develop and distribute a high-level summary of how agile offers greater benefit than predictive to mid-level managers and let them decide if it should be distributed to lower-level workers.
- B. Develop and distribute a high-level summary of competing vendors' product alignment and agile project execution to the product owner for approval.
- C. Develop and distribute a high-level summary of how agile offers greater benefits than predictive to all members of organization.
- D. Develop and distribute a high-level summary of how agile offers greater benefits than predictive to the organization's executive directors, and if executive directors agree with the summary, distribute it organization-wide.

Answer: C

Question: 295

An agile project manager observes that the Scrum team is falling behind on the completion of a particular sprint. What should the agile project manager do?

- A. Facilitate by providing directions to the team about how they can get back on track.
- B. Request key stakeholders to extend the sprint to enable the team to complete their tasks on time.
- C. Ask the customers to help the team complete the testing on time to be able to finish their tasks on time.
- D. Understand the impediments and facilitate issue resolution to enable the team to succeed.

Answer: D

Question: 296

The agile team has failed to meet their iteration goal, and contention has developed between members. The agile leader would like to determine how to improve the team's productivity and morale.

How should the agile leader address this?

- A. Standup meeting
- B. Retrospective meeting
- C. Demo of the new features to energize the team
- D. Offsite meeting with stakeholders

Answer: B

Question: 297

An agile team has received several new features to be added to the product backlog. The team is struggling to provide a reasonable estimate for feature development due to a lack of experience. How should an experienced agile practitioner assist the team?

- A. Add a task to the product backlog to allow the team time to investigate and experiment prior to estimating.
- B. Add a task to the product backlog to allow the team to apply a wideband Delphi estimation technique.
- C. Add a task to the product backlog to allow the team to apply planning poker to estimate the effort.
- D. Add a task to the product backlog to allow the team to apply a three-point estimation technique.

Answer: A

Question: 298

A company is planning to launch a new service to improve the customer checkout experience. What should the project manager do to meet the objective of reducing time to market to gain a competitive advantage in the industry?

- A. Engage the project stakeholders to assess the best practices to apply and plan the deliverables before implementation.
- B. Recommend an agile delivery approach and provide information to the stakeholders on agile values and principles.
- C. Educate the team about scrum and ensure that all members are aligned to the roles required.
- D. Consult executive leadership for the most appropriate method for delivery using existing organizational practices.

Answer: B

Question: 299

The project manager has requested that the customer participate in the requirements gathering session for the next release. A conflict comes up regarding the requirements between the customer and team.

What should the project manager do?

- A. Based on value to the organization, the project manager should decide what can be included or not in the final requirements.
- B. The customer is the end user of the product and should have the authority to decide about the product requirements.
- C. The project manager should discuss the requirements with the customer alone so that the team can deliver the prioritized requirements.
- D. Encourage self-organization by communicating the importance of a collaborative approach in decision making about the requirements.

Answer: D

Question: 300

A project is to be started with a team of nine existing and nine new members. The scrum master feels that the team is too large and wants to break it into three teams. The scrum master sets a constraint that each team have an equal number of existing team members for knowledge sharing and experience.

What should the scrum master do to accomplish this?

- A. Ask the team members' functional managers for guidance on how to group the team members.
- B. Observe which team members are comfortable working together, then assign accordingly.
- C. Ensure that members begin to self-organize as small teams with efficiently distributed skills.
- D. Assign team members to their respective teams based on the skills known to the scrum master.

Answer: C

Question: 301

A key stakeholder feels they do not understand the project at a comprehensive level. What should the agile practitioner do?

- A. Send daily status emails to let stakeholders know what progress is being made.
- B. Invite stakeholders to attend daily Scrum meetings to get feedback.
- C. Share information via interactive methods such as a brainstorming session.
- D. Build the feature backlog and then solicit stakeholder feedback.

Answer: B

Question: 302

A team member does not understand what the project risks are or the impact that they could have.

How should an agile leader communicate risks in a way that the team will understand?

- A. Create a RAG chart (responsible, accountable, consulted, informed) that identifies who is accountable for each risk.
- B. Create a Gantt chart that includes slack to accommodate for unknowns.
- C. Create a communications management plan that details who is responsible for communicating risks.
- D. Create a risk burndown chart showing the reduction of risks overtime.

Answer: D

Question: 303

A large, corporate organization is forced to hire new team members in a geographically remote location from the current team. The manager of the department is concerned about the team not being colocated.

What behavior would indicate the team is not working well together?

- A. Team members are sending more emails to the team.
- B. The duration of feedback cycles has increased.
- C. The velocity has increased by having the new team work on items.
- D. New team members requested to move meetings due to time differences.

Answer: B

Question: 304

A software company is developing an accounting software system to market to customers. The team has been working on the project for six weeks and has great velocity. One of the major stakeholders approached the scrum master and asked for a bi-weekly status report because they feel they are not being properly updated.

How should the scrum master respond to this request?

- A. Inform the stakeholder that all updates are provided in the sprint review sessions and encourage them to attend
- B. Create and update bi-weekly project status reports for the stakeholder who requested the report.
- C. Escalate this to the stakeholder's supervisor because this is an unreasonable request.
- D. Ignore the stakeholder's request and continue working on the project as they have been for the past six weeks.

Answer: A

Question: 305

The project lead of a newly created agile project delivery team realizes that there are gaps in the knowledge of some team members. The lack of specific skills will add risk to the project delivery if the project becomes too dependent on specific resources for complete delivery.

What should the project lead do to address the gaps and develop a high-performing team?

- A. Ask each team member to document their solutions extensively in a knowledge repository for knowledge exchange between the team.
- B. Pair team members and ensure review of technical deliverables by partners in each sprint before integration of the solution.
- C. Create an environment of continued learning by providing opportunities for team members to develop their skills as generalized specialists.
- D. Replace the team members with highly qualified individuals that have experience in the specific technologies

required for completing delivery.

Answer: C

Question: 306

Stakeholders are unhappy because they have not been consulted on a user interface (UI) for a project that will have a significant impact on end users once it is launched. How should this situation be handled?

- A. The agile team should engage stakeholders regarding the proposed designs and ensure that sufficient engagement occurs throughout the project in an adaptive way.
- B. The agile practitioner should inform the stakeholders that the UI has already been approved by the project team and the project sponsor, so the team is committed to staying the course.
- C. All stakeholders should go through the approved project charter and the business requirements document to reduce the number of late changes or requests.
- D. The stakeholders should contact the project sponsor to get the project halted until new requirements are agreed upon.

Answer: A

Question: 307

A client has provided their requirements and deadline to the project team. The requirements are confusing, and the team is frustrated.

What should the team's servant leader do?

- A. Try to motivate the team by recounting examples of their past successes.
- B. Ask the team to find user stories from similar projects for this customer.
- C. Ask the team to restate the requirements and review them with the client.
- D. Ask the team to develop user stories and build deliverables based on the requirements.

Answer: C

Question: 308

During an agile team retrospective, some junior team members discussed an approach that could improve the overall team performance. How should the agile practitioner handle the recommendation?

- A. Record the suggestion to be considered for future projects.
- B. Invite the team to evaluate the suggestion and measure the effectiveness of the implementation.
- C. Let the product owner consider the proposal and decide whether to adopt the suggested practice.
- D. Let the team's senior members decide whether to adopt the suggested practice.

Answer: B

Question: 309

A new Scrum team is struggling with the various ceremonies of Scrum. Among other things, the product owner and stakeholders find the technical architecture and design presentations during sprint reviews less than informative.

What should the team do?

- A. Refocus the sprint review meetings to demonstrate working software and seek feedback on the product.
- B. Reach out to other, more experienced teams to seek input as to how to present the technical details in a more informative manner.

- C. Explain the importance of the technical architecture and design presentations and improve the presentation format.
- D. Invite technical managers and architects who will be a more appropriate audience to their sprint reviews.

Answer: A

Question: 310

Two team members are working together to deliver an asset management tool. The code delivered by team member A during this sprint is not aligning with the specifications written by team member B. Both team members do not seem to agree on the look and feel of some functionality.

What should the scrum master do in this situation?

- A. Understand the root cause of this issue and recommend discussing their differences to find common ground.
- B. Hold a team meeting to discuss these issues and help direct the whole team on how to proceed further.
- C. Let the two team members resolve the conflict on their own.
- D. Ask their functional manager to intervene and resolve the issue.

Answer: A

Question: 311

An agile team is continuously interrupted by stakeholders wanting to ask product backlog questions.

Distractions can have a negative impact on value delivery and quality.

Who is responsible for protecting against distractions?

- A. Product owner
- B. Project manager
- C. Agile leader
- D. Developers

Answer: A

Question: 312

An organization is shifting to an agile delivery methodology. An agile project manager has been assigned to the transformation project.

What should the agile project manager do to ensure a high level of adoption?

- A. Focus on not just the "what," but also the "how" of delivering projects.
- B. Ensure that there is buy-in from senior management to adopt agile.
- C. Identify strong product owners to ensure project teams are delivering value.
- D. Train the team on the fundamentals of the agile mindset and principles.

Answer: D

Question: 313

An agile team is struggling to achieve their goal during the first release due to an unstable environment beyond the authority of the product owner. Close to the end of the current sprint, the release manager resigns and a new person takes over.

What should the scrum master do?

An agile team is struggling to achieve their goal during the first release due to an unstable environment beyond the authority of the product owner. Close to the end of the current sprint, the release manager resigns and a new person takes over.

What should the scrum master do?

- A. Report the issue to the product owner and request help.
- B. Let the new release manager participate in the daily standup.
- C. Invite the new release manager to the sprint demo and ask for help.
- D. Send a status report to the release manager highlighting the issue.

Answer: C

Question: 314

A customer has given a project team several requests for new features on a product. The customer is upset that the requests have been placed in the backlog and are not currently being worked on by the team.

What should the team do next?

- A. Review the feature requests and reject the most complex ones.
- B. Organize the feature requests from simple to complex.
- C. Prioritize the requests for the next sprint.
- D. Turn the requests into user stories and prioritize them.

Answer: D

Question: 315

An agile practitioner is in the process of refining requirements. The requirements keep changing based upon with whom the agile practitioner speaks.

What should the agile practitioner do in this situation?

- A. Ask the scrum master to help reduce the rate of change.
- B. Work with the agile coach to document the requirements in a collaborative way.
- C. Work with the stakeholder directly rather than go through different layers of people.
- D. Work with the development team to confirm the requirements.

Answer: C

Question: 316

An agile team is having a meeting with a customer to formulate the product requirements for the next iteration. The outcome of the meeting is a set of clear and detailed requirements.

What should the team do next?

- A. Run automated tests on the legacy functionality.
- B. Ask the customer to write tests that will be used to know when a story has been correctly developed.
- C. Start coding on the selected user stories to meet the requirements.
- D. Write tests that will be used to know when a story has been correctly developed.

Answer: D

Question: 317

A Kanban team is struggling to prioritize and determine which tasks to handle first according to value. What should the team do to improve this situation?

- A. Involve their product owner.
- B. Review their work in progress (WIP) limits.

- C. Use class of service.
- D. Measure their lead time.

Answer: A

Question: 318

The product owner is very concerned about work not being completed and tested before a hard release date. What can the agile team do to mitigate this risk?

- A. High-risk features can be prioritized to fit into releases with less work in progress.
- B. Low-risk, low-value features can be prioritized and completed first.
- C. High-risk, low-value features can be evaluated by the team early in the release.
- D. The work in progress can be adjusted to get more reviews with high-risk features.

Answer: A

Question: 319

A project team tasked with delivering a solution with extremely aggressive timelines is facing an issue with meeting their sprint velocity targets. To address this issue and bring the project back on track, what action should the team take?

- A. Perform value stream analysis to eliminate the processes with wastage.
- B. Reevaluate the minimum viable product (MVP) deliverables to remove high-risk stories and meet timelines.
- C. Adjust the story points included in each sprint to represent the actual velocity.
- D. Include high-risk stories in earlier sprints to deliver incremental velocity.

Answer: B

Question: 320

An organization wants to increase value delivery in its agile projects. What should the agile teams do?

- A. Perform analysis and development work, but no testing because that should be managed by another specialized team.
- B. Master available technology and tools to provide informative dashboards to the stakeholders.
- C. Work with product owners and turn product backlog items into potentially shippable product increments.
- D. Complete projects by their deadlines and share the budgets upfront with project sponsors.

Answer: C