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NEW QUESTION: 1

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

Answer: (SHOW ANSWER)

NEW QUESTION: 2

Which 2 are goals of Lean Software Development? (Choose two.)

- A. Simple Design
- B. Ensure value
- C. Minimize waste
- D. Continuous integration

Answer: B,C (LEAVE A REPLY)

NEW QUESTION: 3

Which of the following is NOT a prioritization technique?

- A. Kitchen Prioritization
- B. Kano analysis
- C. Minimally Marketable Features (MMF)
- D. Planning Poker
- E. User Story Mapping

Answer: D (LEAVE A REPLY)

NEW QUESTION: 4

CRUD is an acronym that defines a way to split stories. What does CRUD stand for?

- A. Create/Replace/Update/Define
- B. Create/Update/Delete
- C. Create/Review/Update/Done
- D. Capture/Replace/Update/Define

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 5

This role champions the products, provides the budget and supports the Scrum Master in removing impediments

- A. Subject Matter Expert
- B. Business Owner
- C. Project Manager
- D. Product Owner

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 6

The purpose of a project burndown chart is to:

- A. Identify dependencies between sprints or iterations.
- B. Identify and communicate upcoming milestones.
- C. Display the remaining work across time.
- D. Display the level of effort and resources utilized.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 7

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 8

Business stakeholders of an agile project frequently skip the review meetings.

What should the agile practitioner do?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 9

What do you mean by Throughput?

- A. Is the number of features released during a Release
- B. Is the amount of production over time
- C. Is the number of defects rectified during a Release
- D. Is the number of features the team can develop in a particular amount of time.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 10

How do you best describe the primary role of an Agile leader?

- A. Manage WBS, schedule and cost of project
- B. Manage teams without managing their tasks
- C. Manage stakeholders
- D. Manage work allocation to team members

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 11

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 12

The Sprint retrospective:

- A. Is intended to promote continuous process improvements
- B. Is conducted to provide the sponsor with key information on team progress
- C. Is held at the end of each release
- D. Is optional

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 13

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. Ensure the acceptance criteria includes testing scenarios, so the team can do thorough testing
- B. Define the user stories with just enough details so the team can collaborate continuously
- C. Define the detailed business requirements so that the team can continue with development

D. Complete the test cases before creating the story in the backlog

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 14

What are the three pillars of Scrum?

- A. Retrospectives, Inspection, and Adaptation
- B. Transparency, Inspection, and Empiricism
- C. Transparency, Inspection, and Adaption
- D. Transparency, Acceptance and Adaptation

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 15

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 16

A project manager noticed that a team member had been a consistently high performer until a few months ago. Recently, the team member seems distracted and is not performing well. How should the project manager handle a review with the team member?

- A. Talk to the team member about project deliverables and how poor performance is unacceptable.
- B. Inform the team member that this project is complex and consider moving them to another project.
- C. Discuss performance with the team member on the project deliverables and provide constructive feedback.
- D. Extend support to the team member as this is the first project in which the team member underperformed.

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 17

On Agile teams, conflict is to be avoided at all cost.

- A. True
- B. False

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 18

Net present value (NPV) is a ratio that compares the value of a dollar today to the value of that same dollar in the future. An NPV that is negative suggests what?

- A. I don't have enough information
- B. The project should be rejected
- C. The project should be deferred
- D. The project should be put on hold until the value is 0

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 19

Which of the following BEST describes Task Board?

- A. It serves the dual purpose of giving the team a convenient mechanism for organizing their work and a way of seeing at a glance how much work is left.
- B. Task Boards plot the Velocity
- C. The task board is always a white board
- D. It is a great tool to show the project trend

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 20

Agile Analysis is a phase in the lifecycle of an Agile project.

- A. True
- B. False

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 21

Who is responsible for the Project Plan and Gantt Chart in Scrum?

- A. No Scrum role
- B. Product Owner
- C. Scrum Master
- D. Project Manager

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 22

Who is responsible for managing ROI in Agile projects?

- A. The Product Owner
- B. The Agile Project Manager
- C. The Project Sponsor
- D. The Scrum of Scrums Master

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 23

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. Ignore the stakeholder's request and continue working on the project as they have been for the past six weeks.
- D. Escalate this to the stakeholder's supervisor because this is an unreasonable request.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 24

The product owner should spend at least 3 hours per day with the development team?

- A. True
- B. False

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 25

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 26

Who is responsible for ordering the Product Backlog?

- A. The Scrum Master
- B. The Development Team
- C. The Product Owner
- D. Senior Executives

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 27

A new software development team has just been formed. 5 sprints have passed and the team is now familiar with their way of working. In the 6th sprint, the scrum master notices the team members arguing about the technical design of an upcoming new feature during a backlogrefinement meeting. After the refinement meeting, the scrum master notices team members talking about the topic informally and taking sides. There is noticeable tension among the team. How should the scrum master help the team to resolve the issue?

- A. Bring a subject matter expert (SME) from the technology design team to act as a consultant for the team.

- B. Coach the team individually then the whole team during the Sprint review on how to resolve this conflict.
- C. Decide on the technical implementation that best fits the purpose of the technical design.
- D. Delegate the decision for the best feature implementation to the most senior team member.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 28

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 requested an increase in the management reserve; this will help the project manager to be more flexible during change requests and risk response activities.
- B. They most likely used a process that was successfully used for other projects; what has worked before is less likely to fail.
- C. They most likely implemented a predictive approach; this approach might limit the freedom of making changes but secures the project from unknown risks.
- D. 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.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 29

What Agile requirements management approach displays a roadmap using the following approach? The horizontal axis shows a high level overview of the system under development and the value it adds to the users.

The vertical axis organizes detailed stories into releases according to importance, priority, etc.

- A. User Story Burndown Map
- B. User Story Map
- C. Release Planning Matrix
- D. Agile Requirements Map

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 30

At a strategic level, what is the most appropriate way for an Agile team to estimate a project?

- A. Creating a strategic plan by estimating hours and days required
- B. Taking an initial set of estimates and adding an appropriate risk factor
- C. Estimating source lines of code needed to implement the features
- D. Using an abstract measurement to estimate Product Backlog items

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 31

The Agile artifact that describes the incremental nature of how a product will be built and delivered over time, along with the important factors that drive each individual release is called:

- A. Product Theme
- B. Product Vision Statement

C. Product Roadmap

D. Product Wireframe

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 32

In reference to Scrum, each sprint should produce:

- A. An increment of potentially testable product functionality.
- B. A release with testable and measurable functionality.
- C. A set of documented product requirements and specifications.
- D. An increment of potentially shippable product functionality.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 33

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 34

What is the definition of velocity?

- A. The number of User Stories in a release
- B. The number of Sprints per release
- C. The number of story points completed in Sprint
- D. The number of items resolved in a daily Scrum

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 35

Which of the following is an example of a visual aid used in Lean-Agile software development?

- A. Product technical specifications
- B. Scrum-of-Scrum report

- C. Automated code coverage report
- D. Business value delivered chart

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 36

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 ([LEAVE A REPLY](#))

Agile change management must go through the backlog refinement for prioritization.

NEW QUESTION: 37

Which three of the following points about the daily Scrum are TRUE? (Choose three.)

- A. The Product Owner provides an update
- B. It is held at the same place and time every day
- C. The Scrum Master enforces the rule that only Development Team members participate
- D. It is time-boxed

Answer: B,C,D ([LEAVE A REPLY](#))

NEW QUESTION: 38

An agile coach is working on a software development project. Their team is approaching the sprint deadline, but their client is requesting to include additional features that will bring added value. What should the agile coach do to address this requirement? An agile coach is working on a software development project. Their team is approaching the sprint deadline, but their client is requesting to include additional features that will bring added value. What should the agile coach do to address this requirement?

- A. Remind the team and the client of the importance of assessing the risks of these features before deciding to include them
- B. Explain to the client that the sprint deadline is approaching and the feature can be included in the next iteration.
- C. Ask the client for an extension of the deadline to enable delivery of this sprint with the additional features.
- D. Negotiate with the team to add the additional features in this sprint because they are important requirements.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 39

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 ([LEAVE A REPLY](#))

Bring the team and product owner together to clarify the expectations and value of a requirement.

NEW QUESTION: 40

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. An owner should have been identified to obtain timely stakeholder feedback.

C. Interdependent teams should have been engaged using a collaborative approach to identify and leverage the best support.

D. The team should have used the lean principle of delay, so that actual facts could be considered rather than assumptions and predictions.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 41

A new project has been approved and is critical for an organization. The project sponsor has a limited budget, and the deadline to have all requirements meet the definition of done (DoD) is short. Which approach should the agile practitioner take to facilitate the project's success?

A. Set up weekly calls with the key stakeholders to participate in iteration reviews and release decisions.

B. Analyze the impacts of these constraints on the project followed by a report sent to the sponsor to anticipate any risk of delays.

C. Set up a meeting with the client to review the scope and timelines to manage expectations.

D. Encourage the team to build increments and ensure the customer provides early feedback for a minimum viable product.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 42

Who updates work remaining during the Sprint?

A. The Product Owner

B. The Scrum Master

C. Senior Executives

D. The Development Team

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 43

What does Scrum mean by Transparency?

A. Users can perform code reviews at any time

B. The process is understandable by all stakeholders

C. Documentation is available to anyone

D. All team members sit in a visible location

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 44

The way that we calculate the number of years it takes to break even from undertaking a project which also takes into account the time value of money is the:

- A. NPV
- B. Pay-back period
- C. Discounted pay-back period
- D. Cumulative cash flow

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 45

Who is responsible for the "definition of done"?

- A. Project manager
- B. Management
- C. The Product Owner
- D. The team

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 46

A project team's standups often run over the allotted time as members attempt to resolve issues.

With a large team, this is leading to productivity impacts and bringing complaints from some members that the meetings are wasting their time when they are not directly involved in an issue's resolution. How can the project leader help to manage the team's time?

- A. Set up individual status meetings and find ways to make sure issues are resolved in advance so that time is not wasted for all team members during the standups
- B. Ask team members to raise issues during standups and then discuss resolution options with specific members in separate conversations
- C. Change the standups to weekly status meetings with a longer duration to allow team members to resolve issues collaboratively
- D. Add time to the standups to accommodate issue-resolution discussions so that everyone is up to date on the decisions made

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 47

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 48

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. Ask the scrum master to extend the sprint's duration to allow more time to work through technical issues.
- B. Capture risks and make them visible, and use a burn down chart to focus on reducing risks early in the project.
- 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: ([SHOW ANSWER](#)**)**

NEW QUESTION: 49

A new team member asks what changes could accelerate a change to the project plan.

What should be the proper response?

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 50

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: A ([LEAVE A REPLY](#))

The Product Owner may represent the needs of many stakeholders in the Product Backlog.

Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.

NEW QUESTION: 51

As part of the organizational change, all project teams within the digital channel's portfolio have been directed to move from 3-week iterations to 2-week iterations. The development team is frustrated as they think there will not be enough time to test. The product owner does not like this change as it will increase the number of ceremonies. Which two actions should the scrum master take? (Choose two.)

- A. Request the enterprise coach and human resources support the team with the transition.
- B. Assess the impacts of the change and brainstorm potential solutions.
- C. Protect the team from disruptions and seek an exemption for status quo.
- D. Proactively engage the resource managers to lead the team and provide the required support.
- E. Document the pros and cons and review with stakeholders to determine the dependencies.

Answer: A,C ([LEAVE A REPLY](#))

NEW QUESTION: 52

During agile training, an aspiring scrum master with experience in predictive projects asks about the differences between the Kanban approach and the agile approach. How should the agile trainer respond?

- A. The Kanban approach focuses on adaptive, simultaneous workflows.
- B. Kanban teams employ a pull system.
- C. There are no work-in-process limits in the Kanban approach.
- D. The Kanban approach relies on storyboards.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 53

A graphic designer on an agile team does not attend most meetings. When asked the reason for not attending, the designer told the agile practitioner that the scrum master could represent them in meetings if needed. The team is frustrated and does not agree with this approach. Which conflict resolution method would work best in this scenario?

- A. Forcing
- B. Avoidance
- C. Accommodation
- D. Collaborating

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 54

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. Ensure the agile leader documents a risk in the risk register and communicates the risk to the project sponsor.
- B. Be transparent with all the stakeholders and make them aware of the issues encountered and the current project's status.
- C. 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.
- D. 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.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 55

For a critical project, a new team has been formed from various departments.

The project manager should start team building by:

- A. Assembling the team and discussing roles and responsibilities of each member on the team.
- B. Creating a project charter, documenting roles and responsibilities of each member, and sending it to the team members.
- C. Taking the team offsite for icebreaker sessions and other activities to ensure team members get to know each other.
- D. Assembling the team and asking the members to achieve a milestone in a small iteration.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 56

How often should Development Team members change?

- A. Never
- B. No more than every three Sprints
- C. As needed
- D. Each Sprint

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 57

Which of the following defines Elapsed Time?

- A. Is the amount of time that passes on a clock or perhaps a calendar
- B. Is the amount of time the team spent on the iteration
- C. Is the amount of time that something takes when stripped of all peripheral activities
- D. Is the same as Ideal Time

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 58

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 59

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 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.
- B. The agile team should engage stakeholders regarding the proposed designs and ensure that sufficient engagement occurs throughout the project in an adaptive way.

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: B ([LEAVE A REPLY](#))

NEW QUESTION: 60

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. Ensure that none of the team members are geographically dispersed so that all team members can be colocated.

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. 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.

D. Review each team member's contributions to the velocity of their previous projects and select the highest performers.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 61

In an Agile approach, project values are most effectively implemented when they are determined by the:

A. sponsor

B. project manager

C. methodology

D. team

Answer: D ([LEAVE A REPLY](#))

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NEW QUESTION: 62

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. Conduct a vision-sharing session with the teams to communicate the project's overall goals.

B. Swap team members from both teams so that deliveries are better supported.

C. Discuss negotiating the delivery timelines with team A.

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 63

Project managers use velocity to determine:

- A. If the team is committing to an appropriate amount of work for the iteration.
- B. How much work each team member is capable of completing during an iteration.
- C. If the Product Owner is prioritizing work appropriately in preparation for iteration planning.
- D. How much work teams that are similar in size are capable of completing during an iteration.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 64

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 65

When developing user stories, user expectations are best captured in what form?

- A. Entrance criteria
- B. Acceptance tests
- C. Done criteria
- D. Go and no-go limits

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 66

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 67

In the Agile Team Stages of Shu Ha Ri, what does 'Ha' stand for?

- A. Follow the rule
- B. Be the rule

- C. Break the rule
- D. None of the above

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 68

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 69

In a Lean project environment, visual controls:

- A. Should be kept to a minimum to avoid distracting the team from high-value activities.
- B. Are helpful while the team is forming but are less important for more experienced teams.
- C. Are easy to use, reflect the team's progress, and show the team what to do next.
- D. Can be used by management for communicating specific corrective direction.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 70

A meeting where a team looks back on a past period of work so that they can learn from their experience and apply this learning to future projects is popularly known as?

- A. Sprint Planning Meeting
- B. Sprint Review Meeting
- C. Status Meeting
- D. Retrospective

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 71

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 72

What are the primary outputs of a release planning session?

- A. Risks, action items, dependencies, and Release Backlog
- B. Prioritized Product Backlog, risks, action items, and release goals
- C. Release vision, assumptions, action items, and iteration goals
- D. Estimated iteration velocities, risks, action items, and Release Backlog

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 73

The acronym MoSCoW stands for a form of:

- A. Risk identification
- B. Estimation
- C. Reporting
- D. Prioritization

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 74

Which of the following would be most likely to assist when a customer has difficulty prioritizing stories?

- A. Provide additional technical details to give the customer insight into technical challenges.
- B. Have the team rewrite the stories with additional details to clarify requirements.
- C. Have the team provide guidance into where their priorities lie to the customer.
- D. Split the stories into smaller ones to allow the customer to choose the pieces that they want.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 75

Which of the following describe the roles in pair programming?

- A. Pilot and the navigator
- B. Coder and the planner
- C. Driver and the navigator
- D. Leader and the second chair

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 76

An agile team consisting of eight members is in their 11th iteration of a project. In the last iteration, the team was not able to complete every scope item it had committed to before the demonstration. Which approach should the agile lead take?

- A. Coach the team to decompose the backlog activities to granular, simple tasks that are easier to estimate and complete.
- B. Discuss options to add more people to the team so they can complete the tasks on time and within budget.
- C. Evaluate the team's capacity and help them select user stories for the iteration based on 80% of their capacity utilization.
- D. Evaluate the team's capacity and help them select user stories for the iteration based on 60% of their capacity utilization.

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 77

Which of the following BEST describes ROTI?

- A. Measure of effectiveness of the retrospective meeting
- B. Measure of product backlogs remaining
- C. Measure of required effort to deliver in an iteration
- D. Measure of quality of features delivered in an iteration

Answer: (SHOW ANSWER)

NEW QUESTION: 78

An infrastructure team had to revamp so downstream channels could consume data from the data lake, thereby improving operational efficiency for the end customers. Which primary components should the product manager consider while plotting performance and dependencies on the product roadmap?

- A. Features, stages of development, technology and infrastructure, dependencies, and risks
- B. Product vision, business objectives, themes, timeframes, and disclaimers
- C. Product improvements, resource management, risk management, and deadlines
- D. Product goals, strategic objectives, major features, and release plans

Answer: A (LEAVE A REPLY)

NEW QUESTION: 79

When estimating initial velocity, the team should most likely:

- A. Discuss among the team their expectations of how many story points they can address.
- B. Use velocity of past iterations or make a calculated guess.
- C. Discuss with the customer their expectation for the velocity of producing the product.
- D. Use a Kanban workflow to identify steps and calculate velocity.

Answer: (SHOW ANSWER)

NEW QUESTION: 80

It is not possible to have a fixed price contract in Agile.

- A. False
- B. True

Answer: A (LEAVE A REPLY)

NEW QUESTION: 81

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 82

In the Lean process, the focus is on:

- A. Cross training the team to eliminate bottlenecks.
- B. Using the optimal resources.
- C. Optimizing completed work across the process stream.
- D. Managing team efficiency.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 83

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: ([SHOW ANSWER](#))

The storming phase the conflict occurs between team members so the role of SM/Coach is to be ready to facilitate guidance to resolve conflicts among them.

NEW QUESTION: 84

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. Allow the team to decide what feedback to incorporate.
- C. Encourage all feedback, then work with the customer to prioritize work for future sprints
- D. Limit the scope of the feedback to only those changes that the team can feasibly accommodate

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 85

Which of the following BEST describes Horizontal Market Software?

- A. Developed for one organization
- B. Developed for a dedicated customer
- C. Developed for many organizations

D. Developed and used across many industries

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 86

A project team for a local government is transitioning from a predictive development life cycle to an iterative development life cycle. The project sponsor has informed the team lead that the subject matter expert (SME) for the financial functions of the solution is overallocated, so the team needs to convert the previously gathered requirements into user stories. What should the agile lead do?

A. Agree, and ask the developers to explain to the testers how the solution should perform for quality assurance. The testers will demonstrate to the stakeholders how the system should perform to gain acceptance.

B. Agree, because the developers can copy and paste the requirements and include the technical specifications and performance criteria while writing the stories to save time.

C. Explain to the project sponsor that the user stories should be assigned to the analysts, because they helped write the requirements and better understand them.

D. Explain that the testable acceptance criteria are included in each story and it is necessary for the expert to collaborate with the developers, testers, and product owner for common understanding of the solution.

Answer: **D** ([LEAVE A REPLY](#))

NEW QUESTION: 87

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. Work in progress limits, Kanban board, and time boxes

B. Work item types, sprint cadences, and defect classes

C. Lead time, throughput, and due date performance

D. Burndown charts, scatter diagrams, and throughput

Answer: **C** ([LEAVE A REPLY](#))

NEW QUESTION: 88

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. Conducted an end-of-phase demonstration

B. Performed a retrospective to validate project deliverables

C. Requested approval from the project sponsor

D. Undertaken a review of all requirements

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 89

What is one of the main benefits that Lean portfolio management provides to a business?

A. Maximizing work-in-progress

- B. Maximizing multitasking
- C. Quality and thoughtfulness
- D. Line of sight to business needs

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 90

An agile team is working on a new product and is behind with their deliverables for the quarterly release. The team discovers new issues during each iteration. They start working on the critical issues and sometimes forget to update the backlog. This leads to confusion, delays, and occasional rework. How should the agile practitioner improve the team's productivity?

- A. Work with the team to ensure that the release backlog is in sync with the product backlog.
- B. Work with the team to ensure that both the product and iteration backlogs are up to date.
- C. Work with the team to ensure that the product backlog is always kept up to date.
- D. Work with the team to ensure that the iteration and release backlogs are kept up to date.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 91

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

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 92

During initial planning, a project team investigates several approaches to building new application software, emphasizing the most valuable deliverables. The team needs to convince stakeholders and win their approval. How can the project team achieve this?

- A. Include brief exploratory iterations, proof-of-concept (POC). to reduce project risk at the beginning of every project cycle.
- B. Create a quick mock-up of the product to serve as a visual tool and adjust it until consensus is reached.
- C. Use a successful platform on which several object-oriented products have been developed in the past.
- D. Deliver an iteration planning diagram, allowing a 2-week refactoring period at the end of the project.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 93

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 94

Which type of story would be used when an estimate is not available due to lack of knowledge of the technology required to implement the story?

- A. Defect
- B. Nonfunctional
- C. Slack
- D. Spike

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 95

Which of the following is NOT a KPI (key performance indicator) of Agile?

- A. Team Attendance
- B. Team Enthusiasm
- C. Team Velocity
- D. Technical Debt Management
- E. Quality Delivered to Customers
- F. Actual Stories Completed vs. Committed Stories

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 96

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 97

During the daily standup meeting, a team member states that an issue has been encountered. This leads to the team members getting into a problem-solving discussion.

How should the ScrumMaster respond?

- A. If the item is really important, allow the discussion to expedite resolution of the issue.
- B. Ask the team members to table the discussion until after the meeting is over.
- C. Ask the team how they would like to use the daily standup meeting for that day.
- D. Abruptly end the daily standup meeting and schedule another meeting to discuss the issue.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 98

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 99

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

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 100

For a Retrospective meeting, the seating arrangement should be such that there is enough space for people to move comfortably. Which of the following is a preferable seating arrangement for a retrospective meeting?

- A. Meeting Room
- B. Circle or semicircle of chairs
- C. Theatre style arrangement
- D. Tables arranged in U-shape

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 101

Which one of the following is NOT a Scrum Event?

- A. They are all Scrum events.
- B. Daily Scrum
- C. Sprint
- D. Weekly Status

E. Sprint Review

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 102

Assuming all projects require the same amount of up-front investment, the project with the highest _____ would be considered the best and undertaken first.

A. Earned Value Management (EVM)

B. Internal Rate of Return (IRR)

C. Net Present Value (NPV)

D. Budget at Completion (BAC)

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 103

Wideband Delphi is used by an Agile Project manager to support what activity?

A. Risk Management

B. Scheduling

C. Estimation

D. Prioritization

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 104

A project team held a working session with a finance team to understand the procurement process. After the meeting, while the agile lead was facilitating the value stream mapping exercise, one of the team members asked: "When calculating the cycle time, which factors should be considered?" How should the agile lead respond?

A. Critical path and queue lengths

B. Delays and bottlenecks in the process

C. Total time and average process time

D. End date/time and start date/time

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 105

This management approach is based on knowing well defined goals but not the means for a solution.

A. Emertxe Project Management

B. Traditional Project Management

C. Agile Project Management

D. Extreme Project Management

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 106

Scrum is both an iterative and incremental Agile process.

A. True

B. False

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 107

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 108

In Sprint Planning, the development team estimates User Stories provided by the Product Owner and agrees to ones that can be completed in the Sprint. This is an example of:

- A. Tacit Agreement
- B. Osmotic Communication
- C. Universal Acceptance
- D. Reciprocal Commitment

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 109

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 110

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: B ([LEAVE A REPLY](#))

The main issue here is reluctance to communicate. The agile project leader also assumes the role of the servant leader.

Additionally, a facilitator encourages collaboration through interactive meetings, informal dialog, and knowledge sharing. Servant leaders do this by becoming impartial bridge-builders and coaches, rather than by making decisions for which others should be responsible.

Agile creates a culture of transparency: people show and share their work throughout development. This sharing of interim deliverables and being open and honest about successes, failures, and current state is transparency. Transparency requires courage.

NEW QUESTION: 111

When an Agile project team receives an "emergency request" during an iteration, which is the best first step that the Agile project manager should take?

- A. Stop work on unfinished user stories and work on the urgent request.
- B. Call a team meeting and change the iteration scope to include the request.
- C. Provide the customer with options provided by the project team.
- D. Explain that the team cannot do the added work until the next iteration.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 112

All of the following are TRUE about communicating on distributed teams EXCEPT:

- A. Should have an easier Storming phase
- B. Should consider instant messaging tools
- C. Have a higher need for videoconferencing
- D. Need to spend more effort communicating

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 113

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 114

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. Change the team velocity to show positive progress in shared information radiators.
- 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. Discuss the issue to reduce the backlog based on decreased productivity of the team.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 115

Just before a scheduled product launch, the customer declined to accept the final deliverable after seeing the demo. What should the project manager do to prevent this in the future?

- A. Ensure there is an environment where team members feel comfortable sharing their ideas, concerns, and feedback.
- B. Ensure the teams are working together daily throughout the product development and are keeping the team's progress up to date.
- C. Ensure the team is able to release new features and updates frequently so that customers can see the product and provide feedback.
- D. Ensure the customer is provided with regular project status updates and that the meeting minutes are well documented.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 116

As per the Kano Model of customer satisfaction, which features are MOST important for the product to be successful?

- A. Threshold
- B. Delighters
- C. Linear Features
- D. Exciters

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 117

Which one is NOT one of the 5 common risk areas mitigated by Agile?

- A. Scope creep
- B. Specification breakdown
- C. Personnel loss
- D. Stakeholder apathy
- E. Productivity variation
- F. Intrinsic schedule flaw

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 118

A project team is working with an enterprise agile center of excellence (CoE) to transition to a Scaled Agile Framework (SAFe). Many of the team members are not familiar with the new methodology and are worried that it will lead to more work and scrutiny. What should the agile team lead do to help ensure a smooth transition?

- A. Request the enterprise coach to help the team through the process
- B. Discuss with the team what will change and when and establish a process to address concerns.
- C. Set up lunch-and-learn sessions with the team to provide overviews about the new way of working.
- D. Encourage knowledge sharing and transparency among the working team.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 119

For a "caves and commonroom arrangement, the most appropriate prerequisite is that the people in the room must be working on:

- A. Whatever they choose.
- B. The same project.
- C. Individual projects.
- D. The same set of multiple projects,

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 120

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 121

What is the sequence of Tuckman's stages of team formation and development progress?

- (a) Storming
- (b) Performing
- (c) Norming
- (d) Forming

- A. b-a-d-c
- B. d-a-c-b
- C. c-a-d-b
- D. a-b-c-d

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 122

A development team, new to scrum, questions the need to collect metrics on team performance.

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 123

A product owner needs to elaborate on a product roadmap. How can the product owner collaborate with stakeholders to identify the features that offer maximum value?

- A. Identify the product users and their high-level key activities to get their perspective because the product is intended for them.
- B. Analyze the development team's capacity and skills because these will determine which features to include in the roadmap.
- C. Obtain the project sponsor's perspective to get an initial idea of the features they believe the product should have to guide the development team.
- D. Create a draft of the product roadmap that the development team can use as a guide for further guidance.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 124

Why should a project team reduce the work in progress?

- A. It shows that the project is behind schedule
- B. It represents unrealized value
- C. It indicates poor project quality
- D. It represents team members' utilization

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 125

An agile coach is working on a digital transformation project. The project team is in the middle of a 5-week sprint. The agile coach notices constant arguing among team members on what should be the preferred technical approach to solve a current business problem. What can the agile coach do to promote collaboration and consensus-building among team members?

- A. Allow team members to resolve the issue.
- B. Work with team members to resolve the issue.

- C. Escalate the issue to the product owner.
- D. Escalate the issue to senior management.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 126

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. Leverage a separate testing team altogether to assist with all testing to ensure consistent results.
- B. Explain to the team the importance of reducing team size by reducing specializations and bottlenecks and that every team member plays an equal part.
- C. Acknowledge that the SME has a valid point from an efficiency point of view and will perform better staying as a specialist.
- D. 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.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 127

One of the main stakeholders of a project is new to Scrum. The stakeholder asks what to expect in the sprint retrospective. How should the product owner respond?

- A. Team members determine if there are any impediments preventing them from meeting the sprint goal.
- B. Team members identify ways to improve and make plans to implement these improvements.
- C. The product owner explains which product backlog items have been done and which have not.
- D. Stakeholders have the opportunity to add features to the sprint.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 128

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 ([LEAVE A REPLY](#))

Product owners (or a product owner value team that includes the product manager and all relevant product owners for that area of the product,) might produce a product roadmap to show the anticipated sequence of deliverables over time.

NEW QUESTION: 129

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: C ([LEAVE A REPLY](#))

Cross-functional teams are critical because they can deliver finished work in the shortest possible time, with higher quality, without external dependencies.

NEW QUESTION: 130

Team A is producing 61 points per iteration and Team B is producing 20 points per iteration.

Team A has more senior engineers.

A manager demands that Team B match Team A's points in the next iteration.

Based on this information, it is reasonable to tell the manager that:

- A. Team B's points will match Team A if Team B gets more senior engineers.
- B. Team B's points will increase if the Product Owner becomes more involved.
- C. it is impossible to compare two separate teams on points alone.
- D. Team B must have help self-organizing so their points match Team A.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 131

What Agile development approach is being used when the whole team works towards solving a complex problem?

- A. Swarming
- B. Collaborating
- C. Norming
- D. Performing

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 132

The steps involved in value stream analysis include:

- A. Create a value stream map of the current process, identifying steps, queues, delays, and information flows.
- B. Review how to adjust the value stream charter to be more flexible.
- C. Create a value stream map to document delays and wasted time, such as meetings and coffee breaks.
- D. Review the value stream map of the current process and compare it to the goals set forth in the project charter.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 133

A servant leader is leading a high-visibility project to deliver a new product. The servant leader has been able to build a cross-functional team and create a team space where the team is collocated. The servant leader started receiving frequent visits from a company director, who continually asks a specific team member questions about project progress. The conversations are distracting the team from their goal. What should the servant leader do?

- A. Coach the company director on agile approaches and good practices.

- B. Ask the product owner to speak to the director because their visits are delaying the project.
- C. Coach the team member on how to report progress to directors and executives.
- D. Ask the director and team member to leave the room so they can have a private conversation.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 134

Agile project development processes typically:

- A. Encapsulate analysis, design, code, and test within an iteration.
- B. Use a Gantt chart with well-defined activities, responsibilities, and time frames.
- C. Document each business process individually and in detail.
- D. Map the iteration backlog to a Work Breakdown Structure (WBS).

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 135

Your team is running three-week Sprints. How much time should you schedule for Sprint Review sessions?

- A. 45 minutes
- B. 1 hour, 15 minutes
- C. 6 hours
- D. 3 hours

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 136

Personas are used in Agile requirements to depict which type of user?

- A. Super users
- B. Real users
- C. Fictitious users
- D. Beta testers

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 137

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. Plan a transformation to agile delivery methods for senior leadership before starting project implementation.

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 138

Which of the following is NOT true about Retrospective?

- A. It helps decide how team will work in the future
- B. It helps to reflect and learn from the past
- C. It allows the team to own and drive their development process
- D. It decides who will work on the next project

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 139

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: ([SHOW ANSWER](#))

The Definition of Done creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment. If a Product Backlog item does not meet the Definition of Done, it cannot be released or even presented at the Sprint Review. Instead, it returns to the Product Backlog for future consideration.

NEW QUESTION: 140

The primary purpose of a Sprint retrospective is for the team to:

- A. Review stories planned for the next sprint and provide estimates,
- B. Demonstrate completed user stories to the Product Owner.
- C. Individually provide status updates on user stories in progress.
- D. Discuss what went well, what didn't, and ways to improve.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 141

In a project to develop a supply-and-demand scenario planning tool, the team aims to streamline development and rapidly deliver features. Which approach best supports quick feature delivery while maintaining quality? (Refer to An Excerpt from the Quality Management Plan)

An Excerpt from the Quality Management Plan:

ID	Section	Description
1	Quality Objectives	Ensure the planning tool meets all the functional and non-functional requirements. Minimize defects post-deployment.
2	Quality Standards	Compliance with industry standards.
3	Quality Roles and Responsibilities	Project Manager: Oversee quality management activities. Quality Assurance (QA) Lead: Develop and implement QA processes. Development Team: Adhere to coding standards and perform unit testing. Business Analysts: Ensure requirements are clear and testable. End Users: Provide feedback during user acceptance testing (UAT).
4	Quality Assurance Processes	Requirements Review, Design Review, and Process Audits
5	Tools and Techniques	Testing Tools, Code Quality Tools, Documentation Tools, and CI/CD Tools.
6	Quality Metrics	Defect Density: Number of defects per unit of code. Escaped Defects: Number of defects found after release.
7	Risk Management	Identify Quality Risks and implement mitigation strategies
8	Training and Development	QA Training, Developer Training, and End User Training
9	Continuous Improvement	Scheduled reviews of quality management activities and outcomes. Incorporate feedback from users and stakeholders into the QA process.

- A. Organizing training sessions for end users to ensure effective utilization of the planning tool
- B. Implementing a systematic approach to automate integration, testing, and deployment activities
- C. Increasing the frequency of stakeholder meetings to gather feedback on feature priorities
- D. Leveraging regular reviews, feedback loops, and lessons learned to adjust at key milestones

Answer: B (LEAVE A REPLY)

NEW QUESTION: 142

Who tracks work remaining in the Product Backlog?

- A. The Scrum Master
- B. Senior Executives
- C. The Development Team
- D. The Product Owner

Answer: D (LEAVE A REPLY)

NEW QUESTION: 143

Several team members are new to agile and there is a lot of confusion. It seems everyone is coming in with different experiences and following their own agendas. The scrum master decided to hold a presentation on core agile principles and values. What should the scrum master emphasize to the team during the presentation?

- A. Collaboration, value delivery and shared mindset
- B. The value of agile ceremonies and methods
- C. Product deliverables, procedures and features
- D. Performance and chain of command

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 144

An agile project manager is working on a project to develop a customer service website. The project manager is organizing a workshop to plan the next release: To add the feature of receiving and resolving customer complaints. Which two actions should the project manager ask the team members to take before the workshop? (Choose two.)

- A. Prepare an effort estimation for each story based on their technical expertise.
- B. Read and identify user stories from the backlog that will contribute to accomplishing the goal.
- C. Prepare a list of tasks required to accomplish the goal and the order in which they should be executed.
- D. Compile a list of ideas to improve the velocity of the team so they can plan more story points in the next sprint.
- E. Consider the possible risks of each selected user story and the value they add for the final user.

Answer: B,E ([LEAVE A REPLY](#))

NEW QUESTION: 145

Which item is NOT an attribute of the Product Backlog?

- A. Description
- B. Value
- C. Owner
- D. Order
- E. Estimate

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 146

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 ([LEAVE A REPLY](#))

Learning takes place by experimenting, delivering small increments of value, and getting feedback on what has been accomplished thus far.

NEW QUESTION: 147

The Product Owner and Scrum Master are never part of the Development Team.

A. False

B. True

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 148

_____ an estimate refers to estimating a story based on its relationship to one or more other stories.

A. Triaging

B. Aggregating

C. Disaggregating

D. Triangulating

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 149

Which of the following is an example of an information radiator?

A. A whiteboard showing the state of work

B. A face-to-face conversation

C. A text of a quick question to the Product Owner

D. An email of a status report

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 150

A scrum team is working together virtually. One of the team members sends a daily email to the other team members listing impediments that they find. During retrospective meetings, the team member complains that their colleagues fail to take actions on the impediments. How should the team address this issue?

A. Team members should state that they need to prioritize their work instead of responding to daily emails about impediments.

B. The team member that is complaining should talk individually with the scrum master to remove impediments.

C. They should ask for more details about the impediments and then resolve them when the team has more time to investigate.

D. The team member that is complaining should address the impediments in daily scrum, communicating them directly.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 151

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. Seek regular input from project stakeholders, and reflect this input in the backlog's priorities

B. Schedule regular meetings with the scrum team to write, groom, and size user stories

C. Focus on stories based on the highest number of story points to first address those items with the highest value

D. Schedule in-person, monthly meetings with key stakeholders to review the project's progress

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 152

Triple Nickels is a technique used in what kind of meeting?

- A. XP Planning Game
- B. Daily Scrum
- C. Sprint Retrospective
- D. Sprint Planning

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 153

There must be a release every Sprint.

- A. False
- B. True

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 154

Which of the following defines the goal of testing in Lean software development?

- A. In Lean software development, testing always refers to Test Driven Development
- B. Testing is primarily performed to ensure that we don't have escaped defects
- C. Testing plays the most crucial role in ensuring the intrinsic value of the product
- D. Testing is to improve the process and quality

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 155

What is the Agile Open Space concept?

- A. When cubicles walls are removed for an Agile team.
- B. It is a meeting designed to allow Agile practitioners to meet in self-organizing groups where they can share their latest ideas and challenges.
- C. It is a core principle of ADSM
- D. The choice to collocate all team members for the beginning of a project.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 156

There is a throughput of 200 tickets in a customer service line. The tickets are raised by employees, with each 8-hour shift averaging 50 tickets in progress. What is the cycle time to resolve a ticket?

- A. 4 hours
- B. 2 hours
- C. 0.25 hour
- D. 1 hour

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 157

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. Let the team's senior members decide whether to adopt the suggested practice.
- 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. Record the suggestion to be considered for future projects.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 158

Osmotic communication is when team members obtain information from overhead conversations.

- A. True
- B. False

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 159

Which is NOT a Scrum Role?

- A. Scrum Master
- B. Project Manager
- C. Team Member
- D. Product Owner

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 160

Which of the following is an Agile Manifesto principle?

- A. Welcome changing priorities, early in development.
Agile processes harness change for the customer's competitive advantage.
- B. Welcome changing requirements, even late in development.
Agile processes harness change for the customer's competitive advantage.
- C. Welcome changing requirements, early in development.
Agile processes handle changes for the customer's competitive advantage.
- D. Welcome changing priorities, even late in development.
Agile processes handle changes for the customer's competitive advantage.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 161

As part of stakeholder management and understanding, the team may undertake customer persona modeling. Which of the following would a persona not represent in this context?

- A. Stereotyped users
- B. Requirements
- C. Archetypal description
- D. Real people

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 162

Project X has an IRR of 12%, and Project Y has an IRR of 10%. Which project should be chosen as a better investment for the organization?

- A. Project Y
- B. It depends on the payback period
- C. Project or Y, depending on the NPV
- D. Project X

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 163

While developing a story during the iteration, team discovered new tasks that were not identified earlier. A newly discovered task is such that the User Story cannot be completed during the iterations. What are the most appropriate actions for the team to perform?

- A. Modify the scope of other User Stories to allow completion of the Sprint backlog.
- B. Discuss the situation with the Scrum Master and see if there is still a way to meet the iteration goals.
- C. Drop the User Story and inform the Product Owner that it will be delivered in the next iteration.
- D. Let the Product Owner decide if there is still a way to meet the iteration goals.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 164

In Scrum, the responsibilities of the project manager are shared among the product owner, scrum master, and development team. Why are responsibilities shared among the three roles?

- A. Scrum is a collaboration framework that encourages the Scrum team - the product owner, scrum master, and development team - to collaborate in a way that fosters fast value creation with respect for each team member's opinions and individual preferences.
- B. The product owner is responsible for the product backlog and long-term plans, the scrum master is responsible for the Scrum process, and the development team is responsible for the sprint backlog and progress toward the sprint goal. This facilitates clear accountability and effective value creation.

C. "Inspect and adapt" are two of the three pillars in Scrum. The roles in Scrum are divided among the product owner, scrum master, and development team in a way that makes it possible to inspect the efficiency and adapt the way responsibilities are shared to maximize efficiency if needed.

D. The product owner is responsible for the product and sprint backlog. The scrum master follows up on progress, and the development team estimates and decomposes the backlog items into manageable pieces. This ensures each person has the roles they are best at and feel most comfortable with.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 165

Scrum users must frequently review Scrum artifacts and progress toward a Sprint Goal to detect undesirable variances. Which pillar of Scrum does this represent?

A. Adaptation

B. Transparency

C. Inspection

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 166

Extreme Programming (XP) defines four basic activities that are performed during the software development process. These include designing, coding, testing and ...?

A. Leveling

B. Listening

C. Collaborating

D. Communicating

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 167

During a team meeting, conflicting opinions arise regarding the best approach to complete a project task. The project manager wants to ensure that the team can effectively handle these conflicts and come to a resolution that benefits the project. What is an effective way to handle conflicting opinions in team meetings in an agile environment?

A. End the discussion until there is consensus.

B. Wait for the problem to resolve itself.

C. Choose the option that is best for the team.

D. Restate the positions to find what is in common.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 168

Based on the following figure, during Iteration 5, there was an increase in story point value (shown on the graph); however, the team completed all of the work it promised to deliver in the iteration and existing estimates were not changed.

From this information, one can infer that:



- A. Work was added to the Product Backlog.
- B. The team's velocity decreased.
- C. Work was removed from the Product Backlog.
- D. The team's velocity increased.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 169

In eXtreme Programming (XP), analysis, design, coding, and testing phases are done:

- A. Without documentation.
- B. In sequence.
- C. At the beginning of the iteration.
- D. Every day.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 170

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

D. Coordinate a collaboration session so all the team members are involved in the solution process.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 171

Which should NOT take place at the daily Scrum?

- A.** The Scrum Master manages the time-box
- B.** The Product Owner gives an update
- C.** Issues are raised and documented
- D.** The Development Team answers the three questions

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 172

A team lead reviews processes and identifies bottlenecks that prevent the teams from quickly delivering minimum viable products (MVPs). Which responsibility falls within the context of servant leadership?

- A.** Escalate points of conflict the team cannot resolve
- B.** Guard the team against external distractions
- C.** Facilitate the team's agile retrospective meeting
- D.** Identify the sequence for developing stories within an iteration

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 173

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 174

A product owner for two highly visible projects spends a great deal of time meeting with and reporting to senior stakeholders. The product owner is overwhelmed because both project teams request clarification on the requirements and the overall priorities.

What should the agile project manager do?

- A.** Request the project teams' questions in writing prior to the next meeting
- B.** Provide both project teams with the highest priority needs
- C.** Provide both teams with each project's documentation
- D.** Facilitate a meeting with each team and the product owner to find a solution

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 175

A user interface (UI) developer has features for channels ready for review. During the team review, the architect is disappointed that Splunk software has not been implemented for better server and client logs. The architect insists on the implementation of Splunk software, which will impact the release date. Which one of the following is the ideal option for the team to resolve this conflict?

- A.** The product owner should explain to the architect that monitoring, alerting, and logging are not essential for the customer and can be prioritized post-release.
- B.** Ask the developer to build and let the testing be postponed until after the release, and inform the architect that the feature will be implemented.
- C.** Inform the sponsor that features are being added and will extend the release date after getting approval and communicating this to the architect.
- D.** Have the team brainstorm and propose error logging at the client level, which will have a higher impact with less effort within the release timeline.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 176

Which of the following is part of the 12 practices defined in eXtreme Programming (XP)?

- A.** Project management
- B.** Project charter
- C.** Risk management
- D.** Small releases

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 177

In Scrum, the development team decides which events or ceremonies take place during a Sprint.

- A.** False
- B.** True

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 178

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 179

A Scrum team is refining product backlog items for the next sprint in a project. The product owner does not agree with the changes. Can the product owner reject changes to a product backlog?

- A.** Yes, the product owner is part of a Scrum team and can reject any changes on the product backlog.

- B. No, because this action will create disruption in the Scrum team.
- C. No, because only members of the Scrum team can reject or approve changes.
- D. Yes, because the product owner is the decision maker for product backlog changes.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 180

Having problems does not indicate a problem in itself, so welcome problems because they bring with them the chance for the team to overcome, grow, and become stronger together." As an Agile Coach, which are the multiple perspectives to analyse to detect the symptoms for the problem?

- A. All of the above
- B. Process Level
- C. Quality and Performance Level
- D. Team dynamics dimension

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 181

What is used to provide a simple medium for gathering basic information about stories, recording high-level requirements, developing work estimates, and defining acceptance tests?

- A. Burndown chart
- B. Storyboard
- C. Story card
- D. Retrospective

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 182

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 183

An agile facilitator is helping a team. The team is taking too long in each daily coordination meeting, and the facilitator is beginning to view the time as unproductive. What should the agile facilitator do to help the team?

- A. Pay attention to the comments of each team member during the meeting and intervene every time they deviate from the objective of the meeting.
- B. Reduce the number of participants in the daily coordination meeting so only one representative for each user story or area of expertise can participate each day.
- C. Let team members decide how to execute the meeting because they are self-organized and should know what works for them.
- D. Change the structure of the daily coordination meetings so team members only comment on the blockers they face during the day.

Answer: (SHOW ANSWER)

NEW QUESTION: 184

Which Agile method goes through the following stages:

- 1a. The Feasibility Study
- 1b. The Business Study
- 2. Functional Model Iteration
- 3. System Design and Build Iteration
- 4. Implementation

- A. Feature Driven Development (FDD)
- B. Scrum
- C. Rational Unified Process (RUP)
- D. Dynamic Systems Development Method (DSDM)
- E. Lean Software Development

Answer: E (LEAVE A REPLY)

NEW QUESTION: 185

Following chart lists stories for a release of an Agile project;

If the team completes Story A, Story B, and 50% of Story C for the first iteration, what is the team's velocity?

Story	Story Points
A	4
B	5
C	6
D	5
E	4
F	6
G	1

- A. 9
- B. 10
- C. 15
- D. 12

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 186

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: ([SHOW ANSWER](#))

For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review.

NEW QUESTION: 187

What is a specific development practice that has been effective in implementing disciplined DevOps?

- A. Practice continuous delivery.
- B. Manage risk.
- C. Put the client first.
- D. Create a safe environment.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 188

An executive requests information regarding a sprint status.

What action should the product owner take?

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 189

What type of process control is Scrum?

- A. Classical
- B. Inspection
- C. Empirical
- D. Adaptive

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 190

Which of the following frameworks has the following practices?

Supports an envision, explore, adapt culture
Supports a self-organizing, self-disciplined team
Promotes reliability and consistency to the extent possible given the level of project uncertainty
Provides management checkpoints for review

- A. Crystal Clear
- B. Feature Driven Development (FDD)
- C. Agile Delivery Framework
- D. Dynamic Systems Development Method (DSDM)

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 191

A project sponsor suggested a team forgo in-person demonstration meetings and just send the product owner a link to try out the latest increment of working software. The sponsor says this will give the team more time to deliver value. How should the agile coach explain the importance of an in-person demonstration meeting with the sponsor?

- A. An in-person meeting helps ensure the product owner will consider their feedback carefully and not ask for any unneeded rework.
- B. The team needs to see the product owner's body language and facial expressions to understand what they really want.
- C. The team will be able to better address the product owner's needs if they can have a conversation and ask questions.
- D. It typically takes more time and resources to set up and test a virtual communications tool than to meet in person.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 192

An agile team is working well together, but productivity has been flat.

What can the project leader do to help them improve performance?

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 193

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 during which the team can present the project charter, high-level project plan, and team values to the product owner

- B.** Hold a meeting with the team and the product owner to develop the team charter, working agreement, guiding principles, and product vision
- C.** Ask the product owner to create the project vision and charter, and then discuss the guiding principles with the team
- D.** Send the product owner to formal product-owner training where the product owner can learn how to create a product vision

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 194

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 195

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.** Follow the agile lead's instructions.
- B.** Speak to the agile lead about the concerns.
- C.** Speak to all team members about the concerns.
- D.** Increase the time worked to meet objectives.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 196

What do risk burn down graphs show?

- A.** The impacts of project risks on the project schedule
- B.** The cumulative risk severities over time
- C.** The cumulative risk probabilities over time
- D.** The impacts of project risks on the project budget

Answer: ([SHOW ANSWER](#)**)**

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NEW QUESTION: 197

Drag and Drop Question

Match the time box to the Scrum meeting for a one-month Sprint.

Daily Scrum		3 hours
Sprint Review		15 minutes
Sprint Planning		4 hours
Sprint Retrospective		8 hours

Answer:

Daily Scrum	15 minutes
Sprint Review	4 hours
Sprint Planning	8 hours
Sprint Retrospective	3 hours

NEW QUESTION: 198

What Scrum event or artifact is the single source of requirements for any changes to be made to the product?

- A. Sprint Backlog
- B. Working Product Increment
- C. Product Backlog
- D. Scrum
- E. Sprint

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 199

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. Empowered a team member to facilitate decision making, then made a final decision on behalf of the team

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 200

In Agile development, what is the term for the internal things that you choose not to do now, knowing they will impede future development if left undone?

- A. Technical debt
- B. Escaped defects
- C. Intrinsic quality
- D. Verification and validation results

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 201

Of the listed options, which BEST describes User Stories?

- A. IEEE 830
- B. Support tools for analysis
- C. Use Cases
- D. Interaction Design Scenarios

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 202

What kind of User Story is written to provide an opportunity to research a solution in order to provide an estimate?

- A. Sprint Story
- B. Spike Story
- C. Needle Story
- D. Persona Story

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 203

Drag and Drop Question

Match the following roles on the right to the RASCI on the left:

Accountable		Team Members
Consulted		Product Owner
Informed		Subject Matter Experts
Supportive		Stakeholders and Business Owner
Responsible		Scrum Master

Answer:

Accountable	Product Owner
Consulted	Subject Matter Experts
Informed	Stakeholders and Business Owner
Supportive	Scrum Master
Responsible	Team Members

NEW QUESTION: 204

A scrum master is working with a team on a complex software project that is scheduled to run for 2 years with a series of product releases. The scrum master is responsible for planning the project for the next 6 months and has advised planning the project up front. What should the scrum master do?

- A.** Identify the requirements' schedule within set time scales.
- B.** Identity dedicated tasks and activities with regular feedback loops.
- C.** Add the releases into a roadmap with milestones and activities.
- D.** Deliver in small and continuous iterative releases.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 205

Drag and Drop Question

Sequence the activities that occur in a Retrospective meeting.



Answer:



NEW QUESTION: 206

Which of the following is NOT a principle of the Agile Manifesto?

- A. Working software is delivered frequently
- B. Daily team meetings to review progress and address impediments
- C. Projects built around motivated individuals, who should be trusted
- D. Close, daily co-operation between business people and developers

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 207

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. Stop work on in-progress user stories to clear defects from the product owner and increase velocity on defect resolution.
- C. Request increased velocity from the development team to clear off some defects and stay on track with the current iteration's work.
- D. Ask the team to determine how to adapt to this increase in the next retrospective.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 208

A project team has been working on five data source integrations. They have allocated one tester for each data source. One of the testers is on emergency leave for personal reasons, so the project deliverables could not be completed on time. How should the project team improve during their retrospective for future implementations?

- A. Empower teams and encourage emerging leadership to produce effective solutions to manage complexity.
- B. Define the roles of the individual or group and define the what, how, why, when, and where to do each task.
- C. Encourage team members to become general specialists to reduce bottlenecks and create a cross- functional team.
- D. Use the scrum or team board and daily scrum meetings to track and manage issues and optimize deliverables.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 209

The most powerful capability of Scrum teams is that they:

- A. Work from a prioritized backlog.
- B. Are self-organized and empowered.
- C. Value individuals and interactions.
- D. Work in timeboxed sprints.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 210

When is the best time to perform Earned Value Measurement (EVM) in Agile projects?

- A. Never ?we don't perform EVM in Agile
- B. After the iteration
- C. After a release
- D. During an iteration

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 211

Which of the following is an Agile practice promoted by XP that is often used on conjunction with other Agile methods?

- A. Dynamic Systems Development Method (DSDM)
- B. Test Driven Development (TDD)
- C. Adaptive Software Development (ASD)
- D. Feature Driven Development (FDD)

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 212

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 213

Alistair Cockburn created the Crystal Family of Agile Methods, all of whose names contain colors of quartz crystals taken from geology.

What two characteristics of an Agile project are used to determine the color of the Crystal method?

- A. Size and complexity
- B. Size and criticality
- C. Duration and criticality
- D. Duration and complexity

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 214

During planning sessions, an agile practitioner notices that some team members do not share common ideas.

What should the agile practitioner do?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 215

Refer to the exhibit.

Migration Strategy to Cloud Services:	
Steps	Strategy
Step 1	Rapid assessment and migration roadmap
Step 2	Migrating workloads to the cloud
Step 3	Modernization as a continuous service
Step 4	Ongoing management and development
Step 5	Migrate to cloud services

A project manager is working on a database migration project to cloud services (Refer to Migration Strategy to Cloud Services table). The project team has accumulated significant technical debt over several sprints due to pressure to deliver features

quickly. This debt is now impacting their ability to deliver new features, leading to a notable decline in product performance and customer satisfaction.

Identify the actions the team should take to effectively manage technical debt while consistently delivering high-value features that align with stakeholder expectations.

- A.** Include technical debt tasks in every sprint, treating them with the same level of priority as new features, and continuously review the impact on the project's overall goals.
- B.** Form a separate team dedicated to handling technical debt, allowing the current team to focus on new features to maintain a competitive advantage and stakeholder satisfaction.
- C.** Dedicate multiple consecutive sprints solely to addressing technical debt, halting new feature development temporarily to minimize the impact on the project's overall goals.
- D.** Ignore the technical debt for now and focus exclusively on delivering new features so that the project can maintain a competitive advantage and stakeholder satisfaction.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 216

What happens if all the necessary testing doesn't occur in a Sprint?

- A.** The User Story is moved to the next Sprint
- B.** A risk of not creating a potentially shippable product occurs
- C.** Additional testers are added in the next Sprint
- D.** The Burndown chart is updated

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 217

The Product Owner does not have to be a single person but may be a committee or a shared responsibility between multiple individuals.

- A.** False
- B.** True

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 218

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.** Move the work to the vendor, since they have better knowledge of interface implementation.
- C.** Lower the epic's priority so that it can be deferred, and analyze it during backlog refinement meetings.
- D.** Create a spike story to determine what needs to be done to use the new interface.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 219

In the first part of the Sprint Planning meeting, what is NOT accomplished?

- A. The Tasks are defined
- B. The Development Team decides how much work can be accomplished
- C. Items are selected from the Product Backlog
- D. The Scrum Team defines the Sprint Goal

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 220

Which Agile estimation technique is based upon relative sizing?

- A. Little's Law
- B. Ideal time
- C. Bottom up
- D. Story points

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 221

Drag and Drop Question

Match the following:

Scrum Event		Product Backlog
Scrum Artifact		Gantt Chart
Scrum Role		Daily Scrum
Not Scrum		Product Owner

Answer:

Scrum Artifact	Product Backlog
Not Scrum	Gantt Chart
Scrum Event	Daily Scrum
Scrum Role	Product Owner

NEW QUESTION: 222

This role would be responsible for determining when a release can occur:

- A. Scrum Master
- B. Agile Project Manager
- C. Development Team

D. Product Owner

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 223

Which of the following factor will not assist in improving the project velocity?

- A. Pay down Technical Debt
- B. Offload Programmer duties
- C. Provide needed resources
- D. Reduce customer involvement

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 224

Which is the best option to improve project velocity?

- A. Increase project team size
- B. Minimize customer involvement
- C. Shield programmers from interruptions
- D. Shorten the iteration length

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 225

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 226

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

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 227

A backlog for a project has been prioritized and a sprint has begun. A security issue has been revealed that needs to be addressed or large security vulnerabilities will be exposed. How should the project manager proceed?

- A. Consult with the project team to rework the existing estimates.
- B. Consult with the product owner and project team.
- C. Consult with the product owner to prioritize the new work at a higher level.
- D. Consult with the project sponsor and project team to resolve the issue.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 228

How does the Scrum Master provide the most value to the Team?

- A. Ensuring time-boxes are kept
- B. Scheduling Scrum events
- C. By facilitating discussions between the Product Owner and the Development Team
- D. Removing impediments to the Development Team

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 229

When managing an agile software team, engaging the business in prioritizing the backlog is an example of:

- A. Stakeholder story mapping
- B. Vendor management
- C. Incorporating stakeholder values
- D. Technical risk reduction

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 230

During which activity is the sequence of numbers 0, 1, 2, 3, 5, 8, 13 often used?

- A. Denoting development sequence
- B. Estimating development hours
- C. Estimating points of a story
- D. Indicating priority of a story

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 231

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: A ([LEAVE A REPLY](#))

The best place to start when forming agile teams is by building a foundational trust and a safe work environment to ensure that all team members have an equal voice and can be heard and considered. This, along with building the agile mindset is the underlying success factor - all other challenges and risks can be mitigated.

NEW QUESTION: 232

The advantage of face-to-face collaboration emphasized in eXtreme Programming (XP) is that it:

- A. delays feedback much more than scheduled inspections.
- B. allows team members to use common language in their design and code.
- C. allows team members to correct some mistakes on the fly.
- D. eliminates communication delays and misunderstandings.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 233

A team using Kanban identifies that their cycle time has significant variation. After brainstorming, the team determines that the root cause is the stories' varying sizes and risks.

What should the team do?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 234

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 235

Choose the correct combination of XP practice names from the following options:

- A. Test-driven development, refactoring, pair programming
- B. Test-driven design, refactoring, peer programming
- C. Test-driven development, reforecasting, peer programming
- D. Test-driven design, refactoring, pair programming

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 236

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 benefits than predictive to the organization's executive directors, and if executive directors agree with the summary, distribute it organization-wide.
- B. Develop and distribute a high-level summary of how agile offers greater benefits than predictive to all members of organization.
- C. 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.
- D. Develop and distribute a high-level summary of competing vendors' product alignment and agile project execution to the product owner for approval.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 237

An agile coach is guiding a team across multiple locations. They need a united communication approach that involves task-oriented communications and discussion boards with effectiveness.

Which method of communication would be most effective?

- A. Interactive communication
- B. Pull communication
- C. Push communication
- D. Interpersonal communication

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 238

On XP teams, what is expected from the Project Manager?

- A. Define the software
- B. Help the team work with the rest of the organization
- C. Provide domain expertise to the team
- D. Coach the team on Agile practices

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 239

Which Agile methodology runs one week iterations; leverages the use of pair programming; and includes the roles of coach, customer, programmer, tracker, and tester?

- A. Scrum
- B. XP
- C. Lean
- D. Agile One

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 240

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 241

When facilitated and managed well, the primary benefits of a project retrospective should be to:

- A. Identify the most important issues for the sponsors.
- B. Increase empowerment and enjoyment for the team.
- C. Allow the team to get ahead on release planning.
- D. Provide an open forum for team member complaints.

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 242

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. Arrange weekly meetings and invite the project sponsor to discuss the importance of the project with the team.
- B. Mention the risks during the daily standups and ensure all agreed-upon response actions are discussed by the team.
- C. 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.
- D. Remind the team daily about the threats and request a response regarding which risks have been identified and resolved

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 243

A common reason that a story may not be estimable is that the:

- A. developers do not understand the tasks related to the story.
- B. team has no experience in estimating.
- C. business needs are prioritized over the system design.
- D. team lacks domain knowledge.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 244

A new project is under way and the team is using the Kanban method. One of the team members raised a specific issue related to a programming language that the team member faced in previous projects. What should the project leader do to handle the issue?

- A. Ask the team member to take full ownership of the issue.
- B. Include the issue in the risk log.
- C. Advise the team member to add the issue to the board.
- D. Monitor the issue in a notation system.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 245

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 246

An experienced product owner presents the epics and corresponding stories 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 stories based on the team's velocity
- C. Initiate an estimation session
- D. Consult historical data for project completion

Answer: D ([LEAVE A REPLY](#))

Metrics for agile projects contain meaningful information that provide a historical track record, because agile projects deliver value (finished work) on a regular basis. Project teams can use such data for improved forecasts and decision making.

NEW QUESTION: 247

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 ([LEAVE A REPLY](#))

Once stories get completed it is useless to re estimate them again, the team should always focus on stories not yet completed for prioritization and refreshing the backlog before starting the next sprint.

NEW QUESTION: 248

A development team has finished identifying the tasks they will be accountable for during the next sprint. Which of the following tools best provides transparency into the progress throughout the sprint?

- A. Gantt chart
- B. Burndown chart
- C. Hours expended chart
- D. Management baseline chart

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 249

What key benefits might stakeholders realize from an Agile approach?

- A. Increased access to the project and less reliance on formal reports and status meetings to better understand the current work and the risks the team is accepting
- B. The team's flexibility to make changes mid-iteration as business needs or priorities change, increasing the ability of the team to meet project commitments
- C. The early and continuous delivery of valuable software, providing increased visibility and the opportunity for more frequent adjustments
- D. The ability to bypass the change-management process, inserting new requirements and changes directly into the team as they meet daily

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 250

A scrum master is 6 days into a 10-day iteration. A customer representative approaches the scrum master and asks whether they can access the latest update on the project. Which action should the scrum master take?

- A. Email the latest release plan.
- B. Share the information radiator.
- C. Send the latest project report.
- D. Invite them to the next retrospective.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 251

An executive sponsor of a new scrum team actively attends scrum ceremonies.

How does this benefit the team?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 252

Which list below includes the attributes of a good User Story?

- A. Testable, estimable, renewable, valuable
- B. Valuable, estimable, dependent, small
- C. Small, estimable, independent, negotiable
- D. Negotiable, small, explainable, valid

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 253

Pareto Analysis is the exercise of determining what 40% of functionality can be delivered with 60% of the effort.

- A. True
- B. False

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 254

An agile team is working on refining project requirements. Due to new dependencies uncovered in every working session, the team is unable to complete the detailed solution requirements.

Instead of trying to complete requirements, what should the team do to work collaboratively to identify and prioritize the most important requirements and adapt to changes as needed?

- A. Identify the key business stakeholders and invite them to day-long sessions until all the dependencies and outstanding issues can be closed.
- B. Report this as a blocker and ask senior management to provide the right subject matter experts (SMEs) until all the outstanding issues can be dosed.
- C. Report this as a blocker and ensure the product owner is able to deprioritize the issues so the user stories can meet the definition of ready (DoR) criteria.
- D. Identify the key dependencies that need to be resolved in order of priority level so the user stories can meet the definition of ready (DoR) criteria.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 255

Refactoring is a key way of preventing technical debt.

- A. False

B. True

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 256

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 earned value (EV)

B. Many small minimally marketable features (MMFs)

C. Story points rather than cost estimates

D. Calculated planned percent complete (PPC)

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 257

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: ([SHOW ANSWER](#))

Sprint Demo (AKA Sprint Review) is the event where the stakeholders are invited by PO. Sprint retrospective involves only the scrum team (DT, PO, SM).

NEW QUESTION: 258

The Scrum Master's job is to work with the Scrum Team and the organization to increase the awareness of the artifacts. Which pillar of Scrum does this represent?

A. Transparency

B. Inspection

C. Adaption

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 259

Which of the following sets of tools is least likely to be utilized by an Agile team?

- A. Digital camera, task board
- B. WBS, PERT charts
- C. Wiki, planning poker cards
- D. Smart board, card wall

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 260

The measure of productivity of a Kanban team is:

- A. Lead Time
- B. Velocity
- C. Work in Progress
- D. Cycle time
- E. Throughput

Answer: E ([LEAVE A REPLY](#))

NEW QUESTION: 261

Who specifies Acceptance Tests in an Agile Project?

- A. Product Manager
- B. Programmer
- C. Customer
- D. Developer

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 262

How is the participatory design process characterized?

- A. Users including project team members participate in the planning process for the project plan.
- B. A high level brainstorming process is conducted for the project team and the project sponsor.
- C. End users participate and assist in the design process from the beginning of the project.
- D. A well-planned and well-documented process is documented for each of the iterations in the project.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 263

Drag and Drop Question

What is the order the hierarchy of product definition?



Answer:



NEW QUESTION: 264

This Agile methodology focuses on efficiency and habitability as components of project safety.

- A. Crystal Clear
- B. Scrum
- C. Kanban
- D. Extreme Programming

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 265

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 266

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 267

The ScrumMaster and the Product Owner disagree on the value of a Product Backlog item. In order to resolve the disagreement, the first step the ScrumMaster should take is to ask:

- A.** The business analyst to research the product value.
- B.** The business owner to resolve the problem.
- C.** The Product Owner to clarify the requirement.
- D.** Another project manager how to resolve the problem.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 268

Who is responsible for change management in Scrum projects?

- A.** Project Sponsor
- B.** Project Manager
- C.** Scrum Master
- D.** Product Owner

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 269

Emotional intelligence includes all of the following except:

- A.** Commitment
- B.** Intuitiveness
- C.** Motivation
- D.** Conscientiousness

E. Self-awareness

F. Influence

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 270

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. Meet personally with the stressed team member to brainstorm ways to better manage their time

C. Discuss the issue with the team in the daily stand up meetings

D. Begin tracking the stressed team member's tasks in a separate backlog for additional analysis and reporting

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 271

During a coaching session, an agile project manager discussed embracing communication to keep all stakeholders aligned. The agile project manager recently had a discussion with their team and decided to display a product roadmap. What is the agile project manager trying to show?

A. The number of completed user stories.

B. Where the team is in the project life cycle.

C. Product releases and what will be included.

D. The project's total number of story points.

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 272

The Kaizen philosophy is change:

A. Driven by teams.

B. For the better.

C. For small groups.

D. Driven by process improvement.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 273

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 ([LEAVE A REPLY](#))

Agile encourages self-managing teams, where team members decide who will perform the work within the next period's defined scope.

NEW QUESTION: 274

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 275

Traditional Project Management uses the Work Breakdown Structure to develop requirements in terms of activities. What type of breakdown structure is used in Agile for this purpose?

- A.** Sprint Backlog
- B.** Feature Breakdown Structure
- C.** Product Breakdown Structure
- D.** Product Roadmap

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 276

Your sponsor has asked for clarification on when releases of your product will ship and what those releases will contain. Which Agile deliverable would best answer their needs?

- A.** Product roadmap
- B.** Sprint backlog
- C.** Product demo
- D.** Product backlog

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 277

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 278

An agile practitioner becomes a Scrum Master on an established Scrum team.

After introductions, what should the agile practitioner do?

- A. Identify where team processes misalign with accepted Scrum practices.
- B. Coach team members to improve functional specialties and increase overall velocity.
- C. Review the backlog to ensure that it is prioritized, refined, and properly tasked.
- D. Facilitate the identification of problems or issues and help the team resolve them.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 279

A change made to the internal structure of software that makes it easier to understand and cheaper to modify but does not change its observable behavior is referred to as:

- A. A User Story
- B. Refactoring
- C. A Spike
- D. Technical debt

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 280

A development team is calculating the number of story points they have completed at the end of an iteration. Although quality assurance (QA) passed and successfully demonstrated one feature, it is not being included in the release package. Should the team add the feature's story points to their burndown chart?

- A. No, any work that is not released cannot be considered complete as per the definition of done (DoD).
- B. No, because the product owner has not reviewed the release implementation checklist for potential issues.
- C. Yes, because the story has been tested and accepted by the business as per the definition of done (DoD).
- D. Yes, because the development work is complete and quality assurance (QA) and release are external dependencies.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 281

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. Provide team B with the information on an "as needed" basis
- B. Email all stakeholders with status updates
- C. Create a central repository for information, and provide access to team B

D. Use an information board that will be visible to all passing through the workspace

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 282

User Stories are:

A. Created by the Agile Project Manager

B. The foundation of the roadmap

C. Baselined and not allowed to change

D. Negotiable

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 283

Product roadmaps are more accurate the closer we get to an actual release.

A. True

B. False

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 284

What do project reports show during the Sprint review meeting?

A. Estimates compared to the baseline

B. Earned value measurement (EVM)

C. Return on investment (ROI)

D. Actual results to the plan

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 285

A newly formed team is struggling to work together and agree on how to complete tasks in the upcoming sprint. What should the scrum master do to support the team?

A. Advise the team on the correct course of action to avoid disagreements.

B. Remove the team members that are in disagreement to ensure unity in the team.

C. Encourage the team to continue trying to resolve their disagreements.

D. Resolve the disagreement for the team as a servant leader.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 286

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. Discuss this option at the next retrospective.

B. 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.

C. Identify a team member to do a proof of concept using this framework.

D. Email the team directing them to immediately begin using this new framework.

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 287

Spike solutions are small standalone programs that demonstrate what you've learned. Which of the following types of spike will you use if you need to test an approach to your production code?

- A. Iteration Spikes
- B. Scheduling Spikes
- C. Design Spike
- D. Development Spike

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 288

What is MOST true about Participatory Decision Making?

- A. It is just a meeting with no outcomes
- B. It is a technique based on the wishes of the Scrum Master
- C. It is a technique that involves all the affected parties
- D. It only involves the customer and the Product Manager

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 289

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 290

The Project Manager plays the following role in Scrum:

- A. Updates the Burndown chart
- B. Creates the release plan
- C. There is no project manager role in Scrum

D. Collects the status from the Scrum Master

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 291

What is a change made to the internal structure of software to make it easier to understand and cheaper to modify without changing its observable behavior?

A. Continuous Improvement

B. Pair Programming

C. Test Driven Development

D. Refactoring

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 292

Which of the following are 2 attributes of Exploratory testing? (Choose two.)

A. It is typically automated

B. It is often the sole testing technique

C. It involves minimum planning and maximum test execution

D. It is unscripted testing

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 293

A senior team member feels underutilized.

What should the agile practitioner do?

A. Ask the functional manager to determine the best course of action.

B. Transfer the senior member to another team that will more fully utilize their skill set.

C. Encourage the project team to involve the senior member in more project activities.

D. Conduct a performance evaluation to determine whether or not this member is a team player.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 294

Which of the following is NOT part of the Scrum Framework?

A. Artifacts

B. Characteristics

C. Roles

D. Events

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 295

The number of days needed between feature specification and production delivery is called:

A. Ideal time

B. Cycle time

- C. Real time
- D. Calendar time

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 296

When using Agile Earned Value Management (EVM), progress should be measured at which level?

- A. Release
- B. Task
- C. Product
- D. Iteration

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 297

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 298

Test-Driven Development (TDD) is a rapid cycle of:

- A. Requirements, coding, and testing.
- B. Testing, refactoring, and validation.
- C. Requirements, coding, and refactoring.
- D. Testing, coding, and refactoring.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 299

There is a debate within the organization on whether projects need to be agile or waterfall. Some agile terms and principles are understood differently by the key stakeholders and this delays the decision-making process. How should the scrum master proceed?

- A. Organize training sessions to create awareness around the agile values for stakeholders.
- B. Recommend an external facilitator as no one in the organization is able to eliminate this roadblock.
- C. Facilitate a face-to-face discussion and have stakeholders agree to shift to agile for future projects.
- D. Allow stakeholders to discuss without the scrum master's intervention.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 300

Who is responsible for maximizing the value of the product?

- A. Senior Executives
- B. The Development Team
- C. The Scrum Master
- D. The Product Owner

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 301

An agile development team is working on a digital transformation project and is facing challenges in obtaining consistent feedback from stakeholders who are dispersed around the world. The product owner is under pressure as this lack of engagement has led to prolonged decision- making cycles and has adversely affected the outcomes of sprints. How should the team improve stakeholder engagement to help ensure timely feedback and better decision-making? (Refer to Stakeholder Power/Interest Grid)

Stakeholder Power/Interest Grid:			
Stakeholder	Power	Interest	Power/Interest Grid
CEO, Germany	Manage Closely	High Interest	Manage Closely
Director of Operations, New Zealand	Manage Closely	High Interest	Manage Closely
VP Marketing, Indonesia	Manage Closely	High Interest	Manage Closely
CFO, Brazil	Manage Closely	High Interest	Manage Closely

- A. Implement a dynamic feedback platform leveraging collaboration tools, accommodating diverse schedules and enabling stakeholders to provide feedback asynchronously.
- B. Enforce a strict policy requiring stakeholders to attend weekly synchronous feedback sessions, leveraging technology to accommodate various time zones and scheduling conflicts.
- C. Appoint regional liaison officers responsible for coordinating stakeholder interactions within their respective time zones, facilitating regular communication and feedback exchange.
- D. Establish a rotating stakeholder committee composed of representatives from different regions and departments, ensuring diverse perspectives are considered in decision-making processes.

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 302

This approach includes a visual process management system and an approach to incremental, evolutionary process changes for organizations.

- A. Scrum
- B. Agile Unified Process
- C. Extreme programming
- D. Kanban

Answer: [\(SHOW ANSWER\)](#)

NEW QUESTION: 303

What should a product owner do when a new stakeholder is complaining that they are not receiving the relevant financial data regarding the project?

- A. Work with the scrum master to give the stakeholder access to the related information radiator
- B. Ask the team to prepare the requested data in the next iteration
- C. Invite the stakeholder to the next sprint planning session so they can ask questions of the team
- D. Direct the stakeholder to the project team so they can provide more data

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 304

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 305

During the retrospective meeting, it is revealed that an external dependency is causing a reoccurring impact. The impact is that an external team is not providing a fix or a stable testing environment. The scrum master has been unable to resolve this after escalating the situation to upper management several times. What should the scrum master do now?

- A. Collect empirical data and influence upper management to be accountable for end-to-end. cross- team delivery.
- B. Establish a communications channel with the external team and monitor the implementation of the external task.
- C. Assure that the development team plans the scope of work with this risk absorbed in the estimation.
- D. Guide the development team to accept and adapt to the existing situation by finding sustainable workarounds.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 306

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. Consult the product owner about their non-functional requirements.
- C. Select a better technology for team implementation.
- D. Obtain customer input on their technology requirements.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 307

When was Scrum first introduced?

- A.** In 1995 at a conference presentation
- B.** In 2000 along with Extreme Programming
- C.** At General Electric as part of a Lean approach
- D.** In 2001 with the Agile Manifesto

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 308

A Scrum team decided to switch to Kanban for the maintenance phase of the product. The kanban board consists of the following columns "To do," "In progress," "Ready to be tested," "Test in progress," and "Done." Since the team changed their way of working, they have noticed the work is flowing slower in the system. A large queue of "Ready to be tested" work items has been building up. What should the team do to improve its speed of delivery? A Scrum team decided to switch to Kanban for the maintenance phase of the product. The kanban board consists of the following columns "To do," "In progress," "Ready to be tested," "Test in progress," and "Done." Since the team changed their way of working, they have noticed the work is flowing slower in the system. A large queue of "Ready to be tested" work items has been building up.

What should the team do to improve its speed of delivery?

- A.** Analyze the process efficiency, cycle time, and lead time of the entire process.
- B.** Estimate in story points and pull in new work per the team's capacity
- C.** Add limits to all columns and only pull work in when the queue is not full.
- D.** Create a cumulative flow diagram and start looking for bottlenecks.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 309

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 310

Pick roles that support the Scrum Master in removing impediments. (Choose two.)

- A.** The Customer

- B. Senior Management
- C. The Product Owner
- D. The Development Team

Answer: B,D ([LEAVE A REPLY](#))

NEW QUESTION: 311

The backlog is ordered by:

- A. Size
- B. The needs of the Product Owner
- C. Complexity
- D. Risk

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 312

Which type of risk analysis does an Agile team use to identify risks on their project?

- A. Pareto Analysis
- B. Quantitative Analysis
- C. Risk Burndown Chart
- D. Qualitative Risk Analysis

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 313

The Agile Manifesto value "customer collaboration over contract negotiation" means that:

- A. Agile approaches focus on what we are trying to build with our vendors, rather than debating the details of contract terms.
- B. Agile approaches prefer not to use contracts, unless absolutely necessary, because they hamper our ability to respond to change requests.
- C. Agile approaches encourage you not to focus too much on negotiating contracts, since most vendors are just out for themselves anyway.
- D. Agile approaches recommend that you only collaborate with vendors who are using agile processes themselves.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 314

A product owner adds user stories to the backlog on a daily basis. The stories are vague requests, and the product owner expects the details to be clarified once the team works on the prioritization list. How should the team members address this challenge so that the prioritization meeting does not become a brainstorming session?

- A. Ask the product owner to review their items with the product owner's teammates before adding user stories to the backlog.
- B. Ask the product owner to review the stories with the scrum master before the prioritization meeting takes place.
- C. Ask the product owners to invite a subject matter expert (SME) to the meeting so the prioritization meeting will be more effective.
- D. Ask the product owner to schedule a meeting with a subject matter expert (SME) to review items before adding user stories to the backlog.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 315

An agile team is in their 2nd iteration planning session. During the session, they are debating on whether regression and integration testing should be part of every iteration or part of the hardening iteration. What should the agile lead recommend?

- A.** Continuous integration and regression testing should be done by the team as part of every iteration.
- B.** Integration testing with other upstream or downstream applications and all bug fixes should be done as part of the hardening iteration.
- C.** Integration testing with other upstream or downstream applications should be done by the team as part of every iteration.
- D.** Regression testing should not be done by the team as part of every iteration but only as part of the hardening iteration.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 316

When moving to Agile project management, a key factor for the project manager's success will be:

- A.** shifting from a controlling mindset to a facilitating mindset
- B.** directing the work in a more incremental fashion
- C.** only assigning tasks for the next iteration
- D.** giving up control and rotating management through the team

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 317

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

- A.** Perform root cause analysis and report the problem to the product owner
- 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.** Document the problem, escalate to the project manager, and develop a solution for the team

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 318

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 more resources to story B to bring it in line with the estimate
- B.** Reestimate all stories including values for A, B and C

- C. Assign story B more than 8 story points so to provide a better estimate
- D. Add points to story B's iteration to account for the error but keep story B at 3 points

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 319

If the Development Team does not have all the skills to accomplish the Sprint Goal, the Scrum Master should:

- A. Stop using Scrum
- B. Cancel the Sprint
- C. Remove the impacted stories from the Sprint backlog
- D. Have the development team determine the definition of "Done" and work through the Sprint backlog

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 320

In Pair Programming, one programmer is responsible for all the coding in an iteration then the programmer switch for the next iteration?

- A. True
- B. False

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 321

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. Prioritize the most valuable product features in the backlog first.
- B. 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.
- 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: A ([LEAVE A REPLY](#))

NEW QUESTION: 322

A scrum team is working on an important project with a short deadline. To save time and reduce overhead, the product owner proposes that the regular sprint reviews should be cancelled and replaced with a review of each release according to the release plan. What should the scrum master do?

- A. Explain to the product owner why the sprint reviews are now replaced by release reviews as inspect and adapt is a key principle in Scrum.
- B. Review the metrics and the process to determine where the overhead could be further reduced to speed up delivery.
- C. Explain to the product owner that getting feedback early and often from stakeholders is important so necessary changes can be made quickly.
- D. Review the release plan with the product owner and invite the stakeholders to a series of release reviews.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 323

DSDM uses MoSCoW technique to create the prioritized requirements list. In MoSCoW technique, 'M' stands for:

- A. Must not have
- B. Minimum marketable feature
- C. Most useful
- D. Must have

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 324

Kanban cards should always be written using User Stories.

- A. False
- B. True

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 325

An agile team discovers a new risk and identifies that its impact may be severe.

What should an agile practitioner recommend?

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 326

What is a time-boxed event?

- A. It happens at the same time as a conflicting task
- B. It has a maximum duration
- C. It has a minimum duration
- D. It has a fixed place and time

Answer: B ([LEAVE A REPLY](#))

Time-boxed events are events that have a maximum defined duration. For Example- Daily Scrum meeting is one of the timeboxed ceremonies in the Scrum. This event is timeboxed for 15 minutes (not more than that) and usually held at the same time and place each day.

NEW QUESTION: 327

Which of the following techniques best encourages osmotic communication?

- A. Having the Product Owner attend daily standups
- B. Reviewing requirements frequently with the Product Owner
- C. Seating the team members together in a work area
- D. Inviting the customer to attend every iteration demo

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 328

What is a Japanese term used in Lean software development is an activity that is wasteful, unproductive, and doesn't add value?

- A. Muda
- B. Sashimi
- C. Kairoschi
- D. Kanban

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 329

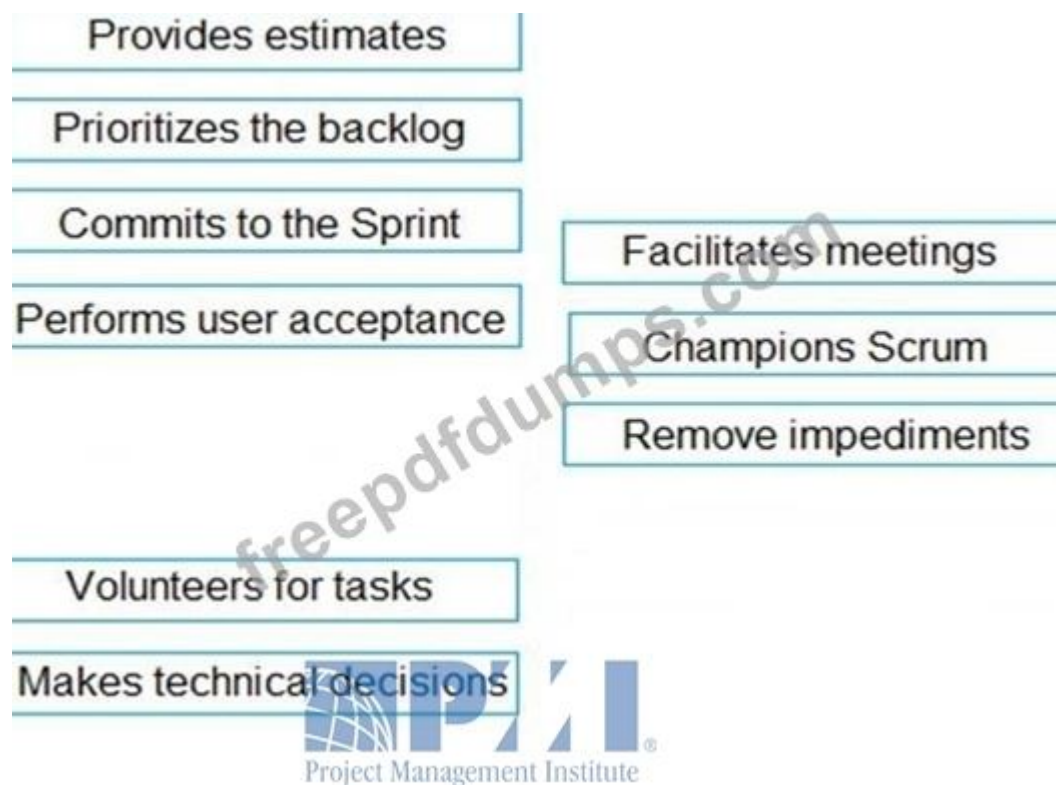
Drag and Drop Question

Pick which 3 activities are the responsibilities of the Scrum Master in Scrum.

Provides estimates	
Prioritizes the backlog	
Commits to the Sprint	
Performs user acceptance	
Facilitates meetings	
Champions Scrum	
Volunteers for tasks	
Makes technical decisions	
Remove impediments	



Answer:



NEW QUESTION: 330

The 80/20 rule is also known as what law?

- A. Little Law
- B. Mohr's Law
- C. The Law of Averages
- D. Pareto's Law

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 331

A senior executive contacted an agile lead about starting an agile project to solve a problem for the human resources (HR) department of a company. The project idea is not clear and no backlog has been developed. How should the agile lead start the project?

- A. Identify the persona that needs help and conduct a workshop applying the empathy map technique about that persona.
- B. Review how similar problems have been resolved in other companies and see if a solution is available on the market.
- C. Start working on a list of user stories to create a backlog and suggest a product owner be assigned to the project.
- D. More work is needed to refine the idea and there is no backlog to start working on, so there is no way to help the manager.

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 332

Which type of estimate refers to estimating a story based on its relationship to one or more other stories?

- A. Algorithmic
- B. Computational
- C. Rules of Thumb
- D. Triangulating

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 333

The initial roadmap and release dates for an agile project were set based on data from similar projects and some expert opinions. Halfway through the project, however, the team's estimates are different. Based on the team's velocity, two more iterations were necessary to accomplish the initial scope. How should the agile lead explain the difference to the project sponsor?

- A. Explain that initial estimates help measure project feasibility but the real estimates depend on how much the team learns in each sprint.
- B. Explain some features and requirements made aspects of the project unique and are not comparable to previous experiences.
- C. Explain the list of materialized risks not considered at the beginning of the project led to extra work hours and costs.
- D. Explain how many scope changes were requested by the product owner and how many hours the team dedicated to unplanned tasks.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 334

A project manager is leading a large agile project with multiple deliverables at each phase of completion. The project team has informed the project manager that the deliverables are completed per the team agreement. Which agile practice should the project manager advise their team use to ensure deliverables are completed and ready for release?

- A. Requirements backlog and ready for release
- B. Definition of done (DoD) and demonstrate
- C. Acceptance criteria and release
- D. Definition of ready (DoR) and review

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 335

At completion of iteration planning, the team has finished identifying the tasks they will commit to for the next iteration. Which of the following tools best provides transparency into the progress throughout the iteration?

- A. Burndown chart
- B. Management baseline chart
- C. Hours expended chart

D. Gantt chart

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 336

If there are multiple Scrum teams working on a product, each needs its own definition of Done.

A. False

B. True

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 337

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. Ensure that the threats and risks are communicated and addressed

B. Monitor the threats and risks while allowing the team member to multitask on both projects

C. Assign more resources to the sprints to compensate for the absences of the team member

D. Assign fewer stories to the sprints so that the team member can still meet sprint goals

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 338

Who creates the Sprint Goal?

A. The Development Team

B. The entire Scrum Team

C. The Scrum Master

D. The Product Owner

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 339

In Kanban, a diagram that describes the overall flow and provides a measurement for every significant step in the workflow is the:

A. Burn Down Chart

B. Kanban board

C. Parking Lot Chart

D. Cumulative Flow diagram

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 340

Which of the following is NOT a characteristic of an Adaptive PMLC Model?

A. JIT Planning

B. Mission Critical Projects

- C. Iterative Structure
 - D. Clear up front requirements
- Answer: D** ([LEAVE A REPLY](#))

NEW QUESTION: 341

What role should a servant leader perform to reduce team distractions and improve progress toward project goals?

- A. Mentoring; To share their knowledge with the team
- B. Managing; To ensure compliance with the project plan
- C. Controlling; To ensure compliance with the scope, budget, and schedule
- D. Auditing; To ensure adherence to organizational compliance policies

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 342

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 343

What is the purpose of running a test before you develop the code?

- A. To ensure it passes
- B. To ensure it fails
- C. To be cross-functional
- D. To complete all test cases

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 344

Affinity Estimating is a technique many teams use to quickly and easily estimate a large number of user stories. What should be the minimum size for the items in the Product Backlog?

- A. 20
- B. 5
- C. 8
- D. 40

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 345

Select the statements that are TRUE about the Product Owner. (Choose two.)

- A. The Product Owner defines the Sprint Goal before the Sprint Planning meeting

- B. The Product Owner estimates the size of the Sprint backlog
- C. The Product Owner prioritizes the Product backlog
- D. The Product Owner can clarify the backlog during the Sprint

Answer: C,D ([LEAVE A REPLY](#))

NEW QUESTION: 346

The purpose of Work in Progress (WIP) limits is to prevent the unintentional accumulation of work, so there isn't a bottleneck.

- A. False
- B. True

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 347

How can an agile project manager ensure that all stakeholders have a clear understanding of the release plan by the end of a release planning meeting? (Choose two.)

- A. Stated understanding of the release goal
- B. Complete vision of the end product
- C. List of the user stories that will be part of the next releases
- D. Timeline of the project
- E. Complete roadmap of the next iterations

Answer: A,C ([LEAVE A REPLY](#))

NEW QUESTION: 348

The ScrumMaster notices repeated friction between two team members in the Daily Scrum meetings.

The next step should be to:

- A. Ask for new resources to replace them before the friction undermines the team's productivity.
- B. Ignore the friction because a self-organizing team must sort out team conflict issues.
- C. Schedule a meeting with them after a Daily Scrum meeting to explore and resolve the issue.
- D. Attempt to resolve the problem directly and immediately during a Daily Scrum meeting.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 349

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 350

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 351

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 352

A scrum master is part of a team that has just agreed on the project scope and deliverables for a global, multilingual manufacturing company that has many staff members moving between locations. The team consists of 20 people and the budget is US\$5 million. The kickoff meeting is scheduled for the following month. What should the scrum master do as a first step?

- A. Invite the key stakeholders to the kickoff meeting.
- B. Organize a sprint planning meeting and include stakeholders.
- C. Identify the key stakeholders at the earliest opportunity.
- D. Invite the product owner to create a stakeholder map.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 353

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. Average the sprint velocity based on input from team members

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 354

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 355

Self-organizing teams are characterized by their ability to:

- A. Sit where they like
- B. Make local decisions
- C. Do their own filing
- D. Make project-based decisions

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 356

An agile lead is working with a team to deliver a new product. During a sprint, a junior team member has been taking too long to deliver a story. During daily coordination meetings, the junior team member does not mention any impediments they might be facing. Senior team members realize the delay but remain quiet. During a one-to-one conversation, the agile lead discovers the junior team member is struggling with a technical issue but feels too intimidated to ask for help.

What should the agile lead do?

- A. Ask the team to refer to the team charter on how to resolve this kind of impediment and help the team member.
- B. Remind them that self-managed teams require everyone to be honest and supportive of one another to resolve impediments.
- C. Coach the team by reminding them that a self-managed team requires everyone to be able to remove their impediments.
- D. Escalate the issue to the functional manager and request another team member with more experience.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 357

What is the responsibility of an extreme Programming (XP) customer role?

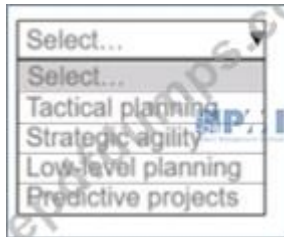
- A. Testing the daily increments of the software developed
- B. Planning and task allocation for the developer and tester
- C. Interacting closely with users and representing the XP team
- D. Writing the stories and acceptance tests for each story

Answer: D ([LEAVE A REPLY](#))

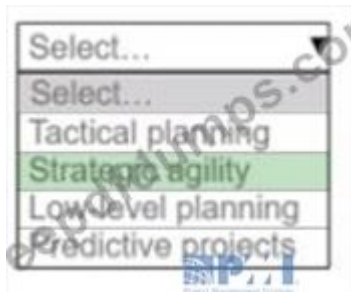
NEW QUESTION: 358

Hotspot Question

Organizations that implement agile project management focus on upgrading existing products and services through cost reductions, time savings, or quality enhancements for existing customers (i.e., operational agility). Organizations need to realize that the major financial gains from agile project management will result from the practice of what? (Select answer from dropdown)



Answer:



NEW QUESTION: 359

The Agile Manifest principle, "Our highest priority is to satisfy the customer through early and continuous delivery of valuable software", is achieved through which Scrum practice?

- A. Sprints
- B. Sprint Planning
- C. Daily Scrum
- D. Release Planning

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 360

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 361

A business analyst has been assigned to optimize a process to deliver healthcare services to patients in a clinic. In creating a value stream map, what will the business analyst's key observations include?

- A. Activity sequences and earned value (EV)
- B. Wait times and cycle times
- C. Process maps and story points
- D. Process breakdowns and workflow

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 362

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: ([SHOW ANSWER](#)**)**

An agile coach helps organizations, teams, and individuals adopt agile practices and methods while embedding agile values and mindsets. The goal of an agile coach is to foster more effective, transparent, and cohesive teams, and to enable better outcomes, solutions, and products/services for customers.

NEW QUESTION: 363

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 364

For what is the MoSCoW method used?

- A. Prioritizing stories

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 365

The PMO has asked you to generate some financial information to summarize the business benefits of your project. To best describe how much money you hope the project will return, you should show an estimate of:

- A. Return on investment (ROI).
- B. Internal rate of return (IRR).
- C. Net present value (NPV).
- D. Gross domestic product (GDP).

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 366

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. Comprehensive schedule of immediate deliverables
- B. Priority list of desired features and functions
- C. Work breakdown structure
- D. Description of all features' functions and an estimate of their cost

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 367

A development team determined the first release of a product should focus on delivering a minimally viable version of the solution. What is the most important reason the team decided to do this?

- A. To gain competitive advantage as soon as possible
- B. To maintain visibility with project stakeholders
- C. To produce a fast return on investment
- D. To reduce risk as quickly as possible

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 368

The primary purpose of a Sprint Review is for the team to:

- A. Demonstrate what was accomplished during the sprint.
- B. Discuss what went well, what didn't, and ways to improve.
- C. Individually provide status updates on user stories in progress.
- D. Prioritize and estimate stories planned for the next sprint.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 369

How long is the time-box for the daily Scrum?

- A. 15 minutes
- B. Whatever the Team decides
- C. It depends
- D. 5 minutes per person on the Development Team

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 370

Highly visible project displays are called:

- A. Information radiators
- B. Project radiators
- C. Project distributors
- D. Information refrigerators

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 371

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. Create stories from full technical specifications to avoid ambiguity.
- C. Suggest merging the teams to avoid misunderstandings.
- D. Co-locate the teams to encourage osmotic communication.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 372

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: ([SHOW ANSWER](#))

NEW QUESTION: 373

eXtreme Programming (XP) teams strive to avoid:

- A. Manual regression testing.
- B. Test-Driven Development (TDD).
- C. Incremental design and architecture.
- D. Pair programming.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 374

Setting up development work in a way that the team can figure out what to do next is called:

- A. Sprint backlog
- B. A pull system
- C. Critical path
- D. Push system

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 375

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 376

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

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 377

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. Ensured all business leaders signed off on requirements

- B. Included the stakeholders in the project planning meeting
- C. Engaged key stakeholders periodically to collect requirements
- D. Organized an earlier demo to solicit business feedback

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 378

A project team estimates that they should complete 30 story points in the current iteration. Partway through the iteration they realize that they will complete 50 story points at their current rate. The team should:

- A. Release members to meet the estimated velocity.
- B. Increase their estimated velocity.
- C. Shorten the iteration to meet the estimated velocity.
- D. Continue to work with the estimated velocity.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 379

What Scrum event or artifact is the set of items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal?

- A. Product Backlog
- B. Sprint Backlog
- C. Scrum
- D. Working Product Increment
- E. Sprint

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 380

Which of the following does NOT describe Scrum?

- A. Difficult to master
- B. Simple to understand
- C. A lightweight framework
- D. A process or a technique for building products

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 381

The best description of the purpose of the daily standup in Agile projects is to:

- A. Provide insight and reassurance to the Product Owner to strengthen that relationship.
- B. Resolve the key issues and risks that are likely to hinder project progress.
- C. Inform the project lead of project status for reporting to stakeholders.
- D. Raise the visibility of each person's work and to ensure the work is integrated.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 382

A technique in which a team collaboratively discusses acceptance criteria and then distills them into a set of concrete tests before development begins is called:

- A. Feature Driven Development (FDD)
- B. Test Driven Development (TDD)
- C. User Story workshops
- D. Acceptance Test Driven Development (ATDD)

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 383

Which of the following defines the splitting of a story or a feature into smaller, easier-to- estimate pieces?

- A. Disaggregation
- B. Theme
- C. Epic
- D. Decomposition

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 384

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 385

During iteration planning, the team is discussing the design for a user story.

A team member states that a design document should be started since the system is complex in nature.

Another team member responds that in Agile there is no documentation.

How should the ScrumMaster respond?

- A. Explain that interactions are valued over documentation, but documentation is not forbidden.
- B. Agree that documentation should be avoided, since it slows the progress of the team.
- C. Ask the manager if the technical processes mandate that designs be documented.
- D. Ask the Product Owner if it is acceptable for the resources to spend time on documentation.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 386

A client is pressed for time and wants to launch a product with three components as soon as possible to gain market share. An agile lead proposes the following agile strategy to gain time:

- Three teams will work on the design and development of each

component.

- Once all three components are finished, they will be tested and integrated.

Is this agile strategy appropriate?

A. Yes, this is a case of hybrid development where a product is divided into components and agile is used for component development and integration.

B. Yes, this is a case of sequential development where working in parallel is an accepted strategy in agile to gain time.

C. No, the feedback loops are being altered, which can result in big failures and delays

D. No, dividing the development team into three separate teams will diminish communication and result in delays.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 387

A team identifies the number of threats and lists them in the order in which they were identified.

After analyzing a cause-and-effect diagram, the ownership of the threats and their treatment is assigned, and a number of risk cards are placed on the Kanban board.

What approach should be used to manage these threats?

A. Focus on the threats during the daily stand up and ensure they are visible to the entire team and other interested parties

B. Ensure that the prioritization of threats is complete, and that ownership actions are assigned and visible to everyone

C. Prioritize the risks based on their criticality and timing, and track actions to closure

D. Create a risk register detailing the threats, their causes, and their treatment strategies; and complete ownership to provide tighter risk control and a stakeholder communication tool

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 388

Conversation transcript between the customer and the product owner (PO):

Customer: I am requesting a calendar feature for scheduling and reminding of upcoming releases that we can manage. We also need the calendar to indicate quarterly metrics deadlines, code freeze dates for financial close, and things like that.

PO: My understanding is that this is for tracking project deadlines. Would you need to see the project deadlines on your phone calendar?

Customer: Yes. I need to see a single snapshot on my phone. So, is it possible for me to connect my phone to this calendar app?

PO: Let me write up the requirements and get the development team on board with the deadlines.

What phone do you own?

Customer: I own an Android phone, but I also need integration with the Apple phones.

Identify three minimum viable product (MVP) items. (Refer to Conversation transcript between the customer and the product owner (PO). Choose three.)

A. Scheduler to add events

B. Android phone integration

C. Product increment release dates

D. Monthly calendar view

E. Windows end of support deadlines

F. Vacation calendar for team members

Answer: A,B,C ([LEAVE A REPLY](#))

NEW QUESTION: 389

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. Determine who is best qualified to address the challenges
- C. Encourage the product owner to reallocate the features to another sprint
- D. Ask the product owner to assign the tasks to the most appropriately skilled resources

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 390

Applying the Pareto rule when prioritizing the Product Backlog means that:

- A. a small percentage of the work will provide a large percentage of the value.
- B. the value of a feature is not realized until the feature is complete.
- C. features that are lower priority are more likely to slip to the next iteration.
- D. more recent requests are usually more important to the business.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 391

Information transmission is greatest amongst team members who are working on:

- A. Individual tasks in the same work area.
- B. Different tasks on the same project.
- C. The same task through pair programming.
- D. The same group of tasks individually.

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 392

An agile project manager has noticed their teams declining morale, mistrust, and isolation over the last 6 months of working on a project. What should the agile project manager do to enhance productivity and create a cohesive team culture?

- A. Introduce performance standards and evaluation methods.
- B. Promote cross-training and --entering among tea-- members
- C. Develop a reward system related to position and years of experience.

D. Clarify project goals and project contract constraints.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 393

If a customer really wants a feature added to a Sprint, how should the Development Team respond?

A. Add the item to the Product Backlog for prioritization in the next Sprint

B. Add the feature into the current Sprint backlog

C. Escalate to the Scrum Master

D. Ask the Product Owner to work with the customer

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 394

When we practice active listening, what are the levels through which our listening skills progress?

A. 1. Interested listening, 2. Focused listening, 3. Global listening

B. 1. Global listening, 2. Focused listening, 3. Intuitive listening

C. 1. Self-centered listening, 2. Focused listening, 3. Intuitive listening

D. 1. Internal listening, 2. Focused listening, 3. Global listening

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 395

Which of the following charts shows the total number of story points completed through the end of each iteration?

A. Burn up chart

B. Daily Burndown chart

C. Iteration burndown chart

D. Cumulative story point burndown chart

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 396

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

A. The product owner is responsible for identifying risks and entering them into the backlog so that their mitigation can be prioritized.

B. Since using an agile methodology minimizes risk in project management, the project team can focus on delivering business value over managing risk.

C. All stakeholders are responsible for identifying risks during standups, retrospectives, and other team meetings.

D. Project team members would each be responsible for identifying and managing risks for the individual user stories they have been assigned

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 397

An agile practitioner is working on a project to migrate data from computer systems to another location. To accomplish this task, they need to run four activities sequentially that different teams are performing. The teams are migrating two systems per day, but the agile practitioner thinks that three systems should be done per day. What can be done to improve process efficiency?

- A.** Use root cause analysis to find gaps, delays, and constraints in the current process and develop a plan to reduce or remove them.
- B.** Use value stream mapping to find gaps, delays, and constraints in the current process and develop a plan to reduce or remove them.
- C.** Use burndown charts to find gaps, delays, and constraints in the current process and develop a plan to reduce or remove them.
- D.** Use Pareto analysis to find gaps, delays, and constraints in the current process and develop a plan to reduce or remove them.

Answer: [\(SHOW ANSWER\)](#)

NEW QUESTION: 398

During backlog refinement, the team uses an online planning poker tool for estimation. The junior developers change their number of story points after they see the estimations provided by the developers. The junior developers state that the reason for this is that they do not have enough experience and do not want to be blamed for sizing it wrong. What should the scrum master do?

- A.** Agree with the team to keep their estimation as the final number of story points will be the average of all team members.
- B.** Ask the developers to keep their estimation so that the team is transparent with their level of understanding of work.
- C.** Encourage the team to keep their estimation as this will help surface different constraints and assumptions that others might have missed.
- D.** Propose to consider the estimations of only senior developers and have the junior developers learn from them.

Answer: **C** [\(LEAVE A REPLY\)](#)

NEW QUESTION: 399

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

Answer: **C** [\(LEAVE A REPLY\)](#)

NEW QUESTION: 400

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.** Add team resources
- B.** Refer the issue to the product owner

- C. Break non-functional requirements into those that can be delivered in the given sprint
- D. Estimate only functional requirements that will impact product quality

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 401

A team worked with a customer to estimate all user stories for the must have features. During release planning sessions, the customer indicated they prefer 3-week iterations that begin on Thursdays and end on Wednesdays. The team spent several days determining which stories should be developed for iteration 0 and understanding the customer's priorities for the remaining stories. The project sponsor attends the Friday meeting and requests a high-level estimate of when they can invite the chief executive officer (CEO) to a demonstration of the minimum viable product (MVP). What should the team tell the sponsor at this point in the planning process?

- A. They do not have enough information to estimate a date range yet but can provide the number of 3-week iterations required.
- B. They can provide a broad range but cannot realistically set a target release date until the team's velocity stabilizes.
- C. They can provide an anticipated date with the assumption that conditions will be ideal.
- D. They will send an update when all of the stories are estimated and prioritized in the backlog.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 402

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. 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
- 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. Increase the duration of iterations to minimize the frequency of priority changes that are distracting the team.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 403

Which one is NOT a Pillar of Scrum?

- A. Empiricism
- B. Transparency
- C. Inspection
- D. Adaption

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 404

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 405

If an individual is working on a project team in a phase delivering an increment, according to the definition of done (DoD), who was that defined by?

- A. Project sponsor and project team
- B. Scrum master
- C. Product owner
- D. Stakeholders and project team

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 406

Drag and Drop Question

How do you read a burndown bar chart? Match the phrases below to create instructions.

As tasks are completed		the bottom of the bar is raised.
When tasks are added to the original set		the top of the bar is lowered.
When tasks are removed from the original set		the top of the bar moves up or down
When the amount of work involved in a task changes		the bottom of the bar is lowered.

Answer:

As tasks are completed	the top of the bar is lowered.
When tasks are added to the original set	the bottom of the bar is lowered.
When tasks are removed from the original set	the bottom of the bar is raised.
When the amount of work involved in a task changes	the top of the bar moves up or down.



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NEW QUESTION: 407

Which of the following best represents both a principle of the Agile manifesto and a Lean method of simplicity?

- A. Deciding at the last responsible moment
- B. Maximizing the amount of work not done
- C. Welcoming changing requirements
- D. Delivering early and continuously

Answer: [\(SHOW ANSWER\)](#)

NEW QUESTION: 408

Which of the following tests verify that units and combinations of units work together to perform the desired operations?

- A. Exploratory Tests
- B. Component tests
- C. Usability tests
- D. Unit tests

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 409

The Scrum Master is a management role?

- A. False
- B. True

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 410

Which of the following is NOT a principle from the Agile Manifesto?

- A. Continuous attention to technical excellence and good design does not enhance agility.
- B. Business people and developers must work together daily throughout the project.
- C. Working software is the primary measure of progress.
- D. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 411

Estimating costs for an Agile project starts with which of the following types of meetings?

- A. Project Retrospective
- B. Sprint Planning
- C. Release Planning
- D. Steering Committee

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 412

A client needs to release their product to market earlier than planned. They need to start receiving the expected revenue, according to their financial forecast, which will require completing the work left on all user stories in the backlog. What should the project lead do to accommodate this request?

- A.** Review the burn up chart to make predictions of how many iterations left are required to complete user stories left and make required adjustments to finish earlier.
- B.** Ensure the team focus on completing the current items in the backlog and do not accept any request for changes.
- C.** Work with the product owner to launch a minimum viable product (MVP) and focus on completing only this portion of work by the new deadline.
- D.** Review the burn down chart to make predictions of how many iterations left are required to complete user stories left and make required adjustments to finish earlier.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 413

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 414

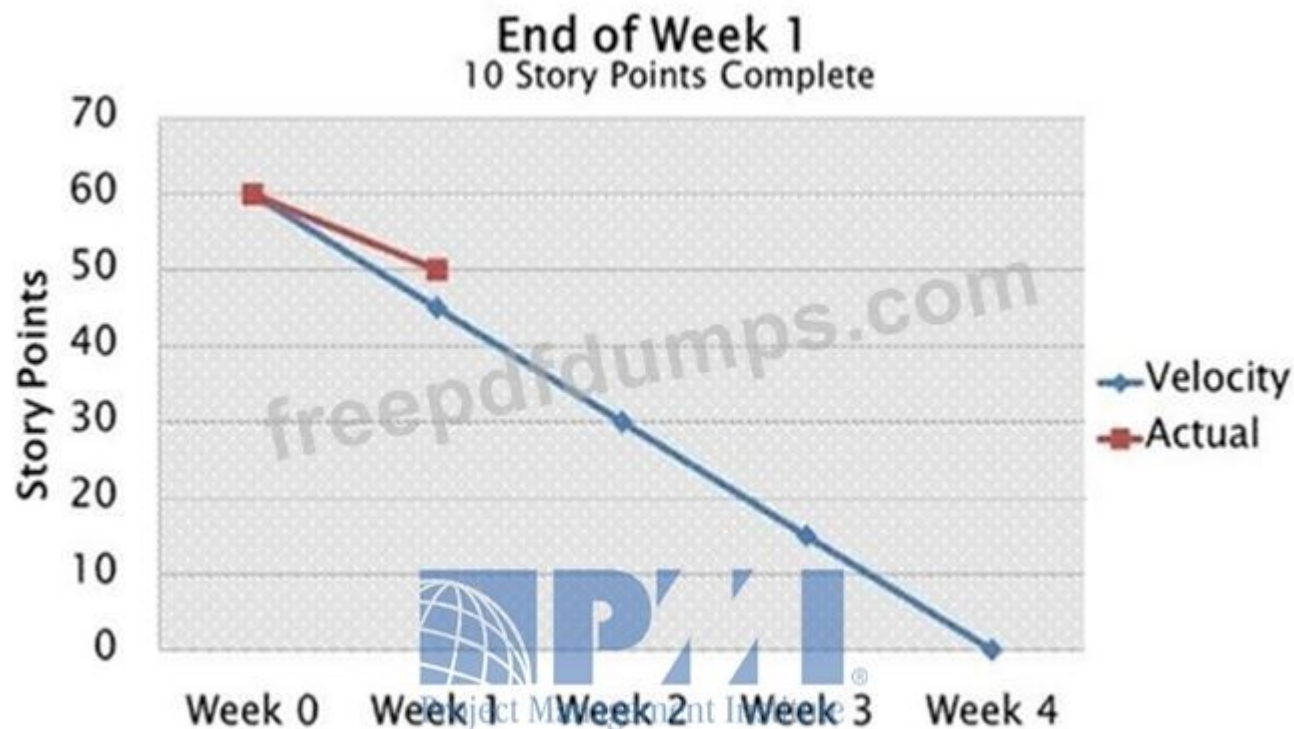
A project team member expresses frustration about the length of time it takes to make decisions for a complex project. Approvals needs to happen at many levels in the company. What should the team lead do to improve decision quality and reduce the time required to make decisions?

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 415

Based upon this Burndown chart, is this project ahead of schedule or behind schedule?



- A. Behind schedule
 - B. Ahead of schedule
- Answer: A** ([LEAVE A REPLY](#))

NEW QUESTION: 416

In a Lean Software Development environment, the Project Leader strives to eliminate:

- A. Work in Process (WIP) and bugs.
- B. Defects and features with low value stream values.
- C. Poor requirements and changing scope.
- D. Delays and building what is not needed.

Answer: ([SHOW ANSWER](#))

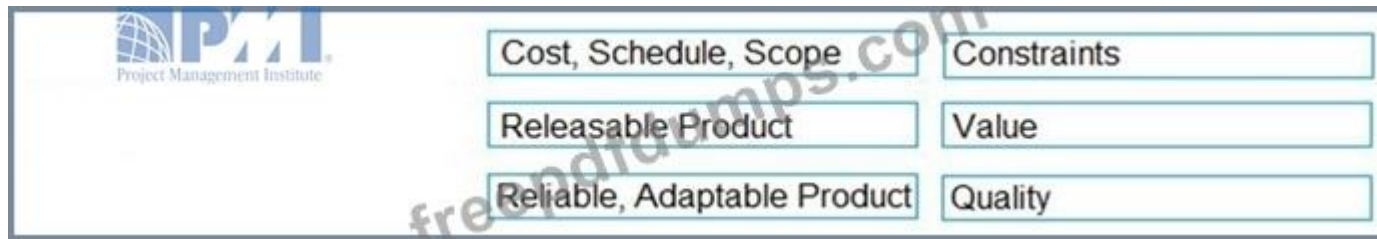
NEW QUESTION: 417

Drag and Drop Question

Match each component of the Agile Triangle (on the left) to its associated description (on the right)

Value	Cost, Schedule, Scope	
Quality	Releasable Product	
Constraints	Reliable, Adaptable Product	

Answer:



NEW QUESTION: 418

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

Answer: (SHOW ANSWER)

NEW QUESTION: 419

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 420

Which management style does Agile advocate?

- A. Task
- B. Product
- C. Performance
- D. Team

Answer: D (LEAVE A REPLY)

NEW QUESTION: 421

Which of the following is a weakness of an Adaptive PMLC Model?

- A. Avoids all management issues processing scope change requests
- B. Cannot identify what will be delivered at the end of the project
- C. Does not waste time planning uncertainty
- D. Does not waste time on non-value-added work

Answer: (SHOW ANSWER)

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NEW QUESTION: 422

Which of the following techniques would you use to detect problems within a process?

- A. Burn Down charts
- B. Health checks
- C. Sprints
- D. Burn Up charts

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 423

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

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 424

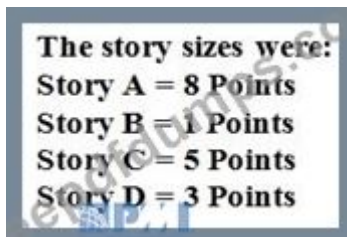
Which technique is used by a project team to estimate the amount of work that can be done per iteration?

- A. Relative prioritization
- B. Release planning
- C. Planning Poker
- D. Velocity measurement

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 425

At the end of first iteration, the team finishes User Stories A, Band 50% of C. What is the team velocity?



- A. 14
- B. 16
- C. 9

D. 11.5

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 426

Which of the following is a list of capabilities, features, and stories that the Product Owner has identified?

- A. Burndown chart
- B. Backlog
- C. Vision document
- D. Story card

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 427

Which of the following statements is true for measuring team velocity?

- A. Velocity tracking does not allow for scope changes during the project.
- B. Velocity is not accurate when there are meetings that cut into development time.
- C. Velocity measurements are disrupted when some project resources are part-time.
- D. Velocity measurements account for work done and disruptions on the project.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 428

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 three-point 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 wideband Delphi estimation technique.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 429

In Agile projects, how are planning outputs shared with stakeholders?

- A. According to the project communications plan
- B. Through a series of stakeholder meetings
- C. Using the most highly visible method possible
- D. On a need-to-know basis depending on role

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 430

An agile lead has been assigned to a project to develop an innovative digital device for a consumer products company. The company asked the agile lead to use a Scrum approach to product development. The product owner has worked on Scrum projects before and is excited about the value Scrum will bring to the company. What should the scrum master do first?

- A. Build a product roadmap that shows the features and releases.
- B. Obtain specific product requirements from a customer focus group.
- C. Develop a project budget based on the project charter.
- D. Request an existing cross-functional team be dedicated to the project

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 431

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 ([LEAVE A REPLY](#))

Another antipattern typically seen in standups is that the team begins to solve problems as they become apparent. Standups are for realizing there are problems - not for solving them. Add the issues to a parking lot, and then create another meeting, which might be right after the standup, and solve problems there

NEW QUESTION: 432

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: ([SHOW ANSWER](#))

It is quite common that a task takes more time than originally estimated. No reason to postpone its implementation.

NEW QUESTION: 433

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 434

Which are some of the most important benefits of an Agile team sitting together in a co-located, open environment?

- A. Communication is improved; wait-time and rework are reduced; barriers between groups break down, and groups gain respect for each other professionally.
- B. Team members can be held more accountable for their time and effort, and pair programming is easier as people have less distance to move to sit with their partner.
- C. Osmotic communication is reduced; space is used more efficiently; groups work together more effectively, and team dynamics are improved.
- D. Costs are reduced as the need for conference rooms decreases, and the team can keep track of where members are more accurately.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 435

Who is NOT part of the Scrum Team?

- A. Scrum Master
- B. Customer
- C. Development Team
- D. Product Owner

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 436

Which of the following documents defines the functional and non-functional requirements that the system should meet to deliver the vision, prioritized and estimated?

- A. Sprint Review Meet
- B. Prioritized Sprint
- C. Vision Box
- D. Product Backlog

Answer: D ([LEAVE A REPLY](#))

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NEW QUESTION: 437

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

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 438

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 439

In agile approaches, negotiation is viewed as:

- A. A zero-sum game
- B. A failproof win-win scenario
- C. A winner-takes-all challenge
- D. A healthy process of give and take

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 440

What Agile concept expresses delivering value in slices rather than in layers/stages?

- A. Lean Value
- B. Definition of Done
- C. Value Mapping
- D. Sashimi

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 441

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: D ([LEAVE A REPLY](#))

Team A estimate is $420/30 = 14$ sprints to complete the project. Team B estimate is $280/20=14$ sprints to complete the project.

NEW QUESTION: 442

Based on the following information, determine the number weeks until the next release.

Length of a Sprint = 2 weeks

Velocity of team = 35 points

Number of story points assigned to minimum marketable features (MMF) = 280 points

- A. 9 weeks
- B. 12 weeks
- C. 8 weeks
- D. 16 weeks

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 443

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 ([LEAVE A REPLY](#))

Roadmap is a means to communicate with both internal & external stakeholders.

NEW QUESTION: 444

Identify the three components of the Agile Triangle. (Choose three.)

- A. Quality
- B. Scope
- C. Value
- D. Leadership
- E. Cost
- F. Constraints

Answer: A,C,F ([LEAVE A REPLY](#))

NEW QUESTION: 445

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. Use class of service.
- C. Measure their lead time.
- D. Review their work in progress (WIP) limits.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 446

The following chart lists stories for a release of an Agile project:

If the velocity of the team is 10, how many iterations will be needed to complete all of the stories?

Story	Story Points
A	4
B	5
C	6
D	5
E	4
F	6
G	1

A. 5

B. 3

C. 4

D. 7

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 447

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. Set up a meeting with the stakeholder to modify the working agreement and ensure future engagement.

B. Increase the frequency of emails and/or try to call the stakeholder.

C. Remind the stakeholder of their obligation to engage in the project.

D. Talk to the stakeholder's superior so they can offer coaching and guidance on project involvement.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 448

Refer to the exhibit. An agile project lead for a company is leading a sales team who has committed to delivering new product functionality to the customer at the end of five sprints. The agile project lead performed initial planning with the team and with the team's support has committed to the scope and deadline. Check in with the project in three stages to answer the associated questions. How do two additional features and more story points added by the product owner impact the team's progress and ability to complete work within the iteration, considering the burndown rate of the team has not changed?

End of Sprint 2 Status:

Backlog	Name	Story points
1	Feature A	5
2	Feature B	5
3	Feature C	5
4	Feature D	5
5	Feature E	5



- A. The scope of the items in the backlog has been increased to reflect an increase in velocity.
- B. The team has committed to additional work added to the backlog and will increase velocity.
- C. The team did not complete the backlog items at the same velocity due to external issues
- D. The backlog has been increased and the velocity of the project may no longer be on track.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 449

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: B ([LEAVE A REPLY](#))

The team ultimately owns the work and is self-organized. While offering the team member encouragement to meet commitments is a good thing, the most effective way to ensure the team can meet the sprint goal is to be transparent with the team about the other member falling behind in tasks. That way they can figure out a strategy to get things back on track.

NEW QUESTION: 450

In a burndown chart, if the remaining work line is above the expected work line, what does this signify?

- A. The project is behind schedule
- B. The resources are performing above expectation
- C. The project is ahead of schedule
- D. The project is being well managed

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 451

This artifact contains release names with expected dates and includes major features, client-side impacts, server-side applications, platform support and markets served:

- A. Product roadmap
- B. Release migration plan
- C. Risk burndown graph
- D. Product vision

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 452

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 453

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 ([LEAVE A REPLY](#))

NEW QUESTION: 454

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 455

A term used to describe the work that can be delivered which meets the business requirements without exceeding them. (Choose two.)

- A. Epic
- B. User Story
- C. Minimum Viable Product
- D. Minimum Marketable Features
- E. Theme

Answer: C,D ([LEAVE A REPLY](#))

NEW QUESTION: 456

The best architectures, requirements, and designs emerge from:

- A. Hand-picked teams
- B. Self-organizing teams
- C. Cross-functional teams
- D. Co-located teams

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 457

Product Backlog Items (PBI) described as emergent, are expected to:

- A. Be the most recent stories added to the backlog
- B. Become the highest priority items
- C. Grow and change over time as users' stories are completed
- D. Become new technology requirements

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 458

How can a project team effectively work toward a common goal and communicate as they scale and expand to build a new business-critical platform, given that they have been responsible for a small customer-facing product with little complexity over the past 2 years?

- A. Instant messaging tools

- B. Daily coordination meeting
- C. Work collaboration platform
- D. Web conferencing

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 459

When is the ideal time to hold a retrospective?

- A. Right after iteration planning
- B. During the iteration review/demo
- C. At the start of the next release
- D. Just before iteration planning

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 460

All of the following are attributes of the definition of "Done", EXCEPT:

- A. It is crucial to a high-performing team
- B. It is a static artifact
- C. It is a primary reporting mechanism for team members on User Story progress
- D. It is an audible checklist

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 461

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: D ([LEAVE A REPLY](#))

NEW QUESTION: 462

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: C ([LEAVE A REPLY](#))

NEW QUESTION: 463

Pick the two PMLC models that are based upon the Agile Project Management (APM) approach:

- A. Linear
- B. Iterative
- C. Incremental
- D. Adaptive

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 464

A cross-functional team in Scrum consists of which types of team members?

- A. An architect
- B. A release manager
- C. A specialist in QA
- D. Anyone with the skills to accomplish the work

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 465

Which of the seven principles of software development is best intended to solve the problem of inventories causing hidden errors in the process?

- A. Deliver Early and Often
- B. Fast-Flexible-Flow
- C. Eliminate Waste
- D. Optimize the Whole

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 466

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

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

- 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 re-estimated as needed
- D. The team learned that the product owner needed to increase the output in the next release

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 467

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 468

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. Create a risk on the risk register to account for some potentially new requirements from the regional sales manager.
- 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. Inform the sponsor about the regional sales manager's disruptiveness and ask that all questions be diverted to the weekly meetings.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 469

Which is NOT a principle of Lean?

- A. Deliver fast
- B. Delay commitment
- C. Eliminate waste
- D. Time-box events

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 470

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. Create a spike story to analyze the impact of the threshold requirement on current stories
- B. Conduct design planning session to review the performance threshold requirement

- C. Add this threshold requirement request as acceptance criteria in all impacted stories
- D. Identify the tasks for the new performance threshold requirement

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 471

Which of the following is NOT a principle from the Agile Manifesto?

- A. Business people and developers must work together daily throughout the project.
- B. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- C. Working software is the primary measure of progress.
- D. Continuous creation of technical debt and good design enhances agility.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 472

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 473

An iteration prior to a release that includes final documentation, integration testing, training and some small tweaks is called:

- A. Release Iteration
- B. Hardening Iteration
- C. Buffer Iteration
- D. Integration Iteration

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 474

When does Inspection occur?

- A. Whenever the Product Owner wishes
- B. Frequently, but not so often that it gets in the way of work
- C. Throughout the Sprint
- D. Only at the end of the Sprint

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 475

No one, not even the Scrum Master, tells the development team how to build the product.

A. True

B. False

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 476

Which of the following is NOT one of the 12 core practices of XP:

A. Planning Poker

B. Small Releases

C. The Planning Game

D. System Metaphor

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 477

Which of the following is not an Agile methodology?

A. Extreme Programming (XP)

B. Agile Unified Process (AgileUP)

C. Dynamic Systems Development Method (DSDM)

D. Crystal Clear

E. Rational Unified Process (RUP)

F. Feature Driven Development (FDD)

G. Program Evaluation Review Technique (PERT)

H. Scrum

Answer: G ([LEAVE A REPLY](#))

NEW QUESTION: 478

Process Tailoring is the iterative approach implementing your SDLC process.

A. False

B. True

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 479

Which of the following is NOT one of the 12 core practices of XP:

A. Pair Programming

B. 40-Hour Work Week

C. Minimize Waste

D. Collective Code Ownership

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 480

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 481

The Product Owner is the sole person responsible for managing the Product Backlog.

- A. False
- B. True

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 482

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 ([LEAVE A REPLY](#))

NEW QUESTION: 483

The key elements of a user story in Agile development are:

- A. a written description, the story points estimate, and the planned release.
- B. conversations about the story, a written description, and success criteria about the story.
- C. the story points estimate, conversations about the story, and an agreed priority.
- D. tests to determine when the story is done, a written description, and the planned release.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 484

Wideband Delphi is a repeatable process that can be used :

- A. To create a story

- B. For implementation purpose
- C. To motivate the team
- D. To generate estimate

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 485

In Agile project management, responding to change is valued over _____.

- A. Processes and tools
- B. Customer collaboration
- C. Following a plan
- D. Contract negotiation

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 486

Acronym describing the attributes of a product backlog:

- A. DESPO
- B. INVEST
- C. DEEP
- D. ITERA

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 487

What financial return parameter will be BEST for comparing the values of two different cash flow streams?

- A. Compound Interest
- B. Payback Period
- C. Discounted Payback Period
- D. Internal Rate of Return

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 488

Which of the following is not part of Agile Discovery?

- A. Document business outcomes that are quantifiable and measureable
- B. Outline a plan for the technical and business architecture/design of the solution
- C. Describe essential governance and organization aspects of the project and how the project will be managed
- D. Define the tasks that the team will perform during an iteration

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 489

A development team has started working on a new service but is unsure if the service fits the customer's requirements. What should the product owner do to ensure that the service will benefit the customer?

- A. Invite a group of customers and end users to the biweekly demos to obtain feedback.

- B. Release the minimum viable product (MVP) to a group of customers and end users for their feedback.
- C. Release the prototype of the software for 6 months to a pilot group of customers for feedback.
- D. Build a prototype and review it with the targeted customer segment for their feedback.

Answer: D (LEAVE A REPLY)

NEW QUESTION: 490

An agile team lead noticed their team's velocity was slowing down. They did not deliver a working software during the last iteration and there have been miscommunications between team members. What should the agile team lead do at the end of this iteration?

- A. Run a spike at the end of the sprint to investigate the issue and reduce project risk.
- B. Emphasize business requirements and investigate the pair-programming approach
- C. Start using feedback loops in every sprint to reevaluate project and team performance.
- D. Focus on performance in the retrospective, then present performance indices and validate with the team.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 491

Drag and Drop Question

Match each of the following items with its associated time-boxed duration for a one-month Sprint.

Sprint Review		3 hours
Sprint Retrospective		4 hours
Sprint Planning		1 month
Sprint		15 minutes
Daily Scrum		8 hours

Answer:

Sprint Retrospective	3 hours
Sprint Review	4 hours
Sprint	1 month
Daily Scrum	15 minutes
Sprint Planning	8 hours

NEW QUESTION: 492

An iteration takes place in a time frame with specific start and end dates, called a time-box. Which of the following is NOT an advantage of time-boxing?

- A. Demonstrates progress
- B. Helps control technical debt

C. Establishes a WIP limit

D. Forces prioritization

Answer: (SHOW ANSWER)

NEW QUESTION: 493

A project sponsor is upset that an enhancement will be unavailable until next year.

What should the product owner do?

A. Empower the project sponsor to manage the product backlog.

B. Accept responsibility for the product's delay.

C. Negotiate with the project sponsor for increased funding.

D. Ensure that the project sponsor's priorities are in the product backlog.

Answer: D (LEAVE A REPLY)

NEW QUESTION: 494

If the Sprint Backlog cannot be completed in a Sprint, who resolves the issue?

A. Development Team

B. Scrum Master

C. Product Owner

D. Both the Product Owner and Development Team

Answer: D (LEAVE A REPLY)

NEW QUESTION: 495

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. Suggest that the product owner perform the initial investigation and present the outcome to the team.

B. Propose alternative components with which the team has experience.

C. Request that the product owner include a spike in the next iteration's backlog so they can perform an initial investigation

D. Ask for a team extension so that an engineer with the needed experience can be added to the team.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 496

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. Increase the opportunities to confirm common understanding with the client.

B. Change the control mechanism so that items are better tested before delivery.

C. Reevaluate the duration of the cycles, as faster cycles may allow for earlier detection of defects.

D. Run a sprint to clear all reported defects before taking new stories.

Answer: B (LEAVE A REPLY)

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NEW QUESTION: 497

In an Agile approach, at which meeting does a team examine the effectiveness of risk responses by conducting a risk audit?

- A. Sprint Retrospective
- B. Daily Scrum
- C. Release planning
- D. Sprint planning

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 498

During an executive review, a scrum master uses a burndown chart to demonstrate team deliverables through time. The scrum master declared that velocity increased from 27 to 35 over the last 3 sprints, but one of the executives asks to clarify the importance of these metrics. How should the scrum master respond?

- A. Project velocity should be stable overtime.
- B. Moving velocity from 27 to 35 is a decrease in productivity.
- C. Velocity is iterative and will only be used for sprint numbers.
- D. A burndown chart compares planned versus actual, not velocity.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 499

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. Hold product review sessions with the client to obtain product acceptance
- D. Lengthen iterations to ensure there is sufficient time to build functionality

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 500

Which of the following is NOT recognized as a "unit" that can be used for estimating the size of the requirements on your Agile project?

- A. Relative size
- B. Ideal time
- C. Real time
- D. Ideal size

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 501

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 502

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 503

John and Joseph are working in the same room. John is programming and Joseph is having some discussion with Kim. John gets to hear their conversation and gets enough information to know that Joseph has talked about some idea with Kim. What kind of communication is this referred to as?

- A. Push Communication
- B. Osmotic Communication
- C. Pull Communication
- D. Active Listening

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 504

The technique used to analyze the flow of information and materials through a system to eliminate waste is:

- A. Flow charting
- B. Value stream mapping
- C. Fishbone diagramming
- D. Pareto analysis

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 505

The development team should have a lead developer to ensure the work is properly executed.

A. False

B. True

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 506

The first project vision statement meeting for a newly formed team did not achieve its outcome.

Lack of participation combined with conflicting views of those who participated led to disagreement on how to proceed. How can the team improve their collaboration?

A. Prepare the project vision statement and then present it to the team.

B. Seek assistance from the scrum master to mediate the conflict.

C. Set clear expectations and allow everyone to contribute.

D. Ask senior management to address the situation.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 507

Which of the following will NOT assist in Critical Problem solving during the project?

A. Use Active Listening

B. Ask probing questions

C. Use Reflective Listening

D. Injecting ideas

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 508

To truly adopt Scrum, you must pick and choose what roles, artifacts, events, and rules are right for your organization.

A. False

B. True

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 509

When working with Lean approaches, which process includes the sequence of steps for delivering value and those required to carry them out?

A. Value stream mapping

B. Planning poker

C. Business process modeling

D. Long-term Lean planning

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 510

Pick the 3 common Kanban Katas. (Choose three.)

A. Operations Review

B. Daily Standup Meeting

- C. Improvement Kata
- D. Sprint Restrospective
- E. Weekly Status
- F. Iteration Demo

Answer: A,B,C ([LEAVE A REPLY](#))

NEW QUESTION: 511

Spike solutions are appropriate when:

- A. a specific technical question needs to be answered, stopping work on the spike as soon as it answers that question.
- B. the business requirements are vague or inadequate for an iteration.
- C. a technology is understood well and has been used for a while, but needs a problem to be debugged.
- D. there is insufficient time to refactor, but there is a need to resolve a specific problem.

Answer: A ([LEAVE A REPLY](#))

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NEW QUESTION: 512

The length of time to recover the cost of a project investment is the:

- A. Net Present Value
- B. Payback Period
- C. ROI
- D. Earned Value

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 513

When using a Kanban board to manage work in progress, which of the following best summarizes the philosophy behind the approach?

- A. It is a sign of the work being done and should be limited to boost performance.
- B. It is a sign of the work queued for quality assurance, which should not count toward velocity.
- C. It is a sign of the work queued for user acceptance, which should not count toward velocity.
- D. It is a sign of the work being done and should be maximized to boost performance.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 514

Drag and Drop Question

Sequence the core practices of Kanban in order of execution.

Make process policies explicit	
Implement Feedback Loops	
Limit WIP	
Visualize the workflow	
Improve collaboratively	
Manage the flow	

Answer:

	Visualize the workflow
	Limit WIP
	Manage the flow
	Make process policies explicit
	Implement Feedback Loops
	Improve collaboratively

NEW QUESTION: 515

A scrum master of a team that is new to Scrum wants to share the purpose of the daily coordination meeting. What should the scrum master tell the team?

- A.** The purpose of the daily coordination meeting is for the scrum master to be able to follow up on the sprint plan. The team should explain what may be impeding them from reaching the sprint goal.
- B.** According to the Scrum guide, the daily coordination meeting is part of the Scrum framework. The purposes of this meeting are to enable the scrum master to verify the team is on track and to escalate impediments.
- C.** The daily coordination meeting is held to verify that people are working on the right things. The whole Scrum team should be able to answer these questions: What did I do yesterday, what will I do today, and what can stop me from making progress?
- D.** The daily coordination meeting is an effective way for the development team to follow up on progress toward the sprint goal and discuss anything that may hinder their work. It is a way to actively manage risks and dependencies.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 516

80% of the value comes from 20% of the work. Which law is this referring to?

- A.** Jevon's Paradox
- B.** Pareto's Law

C. Parkinson's Law

D. Moore's Law

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 517

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. Hire a SAFe coach to provide encouragement.

B. Use MoSCoW ratings to keep people engaged.

C. Use the DISC framework with each team member.

D. Employ BDUF to help with providing structure to meetings

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 518

Which of the following is NOT an Extreme Programming Practice?

A. Pair Programming

B. Test Driven Development

C. Extreme Persona

D. Planning Game

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 519

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 advising the team to remain committed and focused on project goals

B. By coaching the team to outperform previous velocity

C. By encouraging overestimation to increase velocity

D. By coaching the team to adhere to expectations set by the scrum master

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 520

Which Agile method promotes the practice of risk-based Spike or Spike solutions?

A. Extreme Programming

B. ADSM

C. Scrum

D. AgileUP

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 521

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

A. Manage communication between a few team members and the customer so that they may convey information to other team members

- B. Limit communication between the team members and the customer to prevent unnecessary anxiety
- C. Manage communication between all team members and the customer to promote effective and transparent collaboration
- D. Facilitate one-on-one communication between team members to reduce conflict and inefficiencies

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 522

Which of the following items is not a benefit associated with product demonstrations?

- A. Learn about feature suitability
- B. Learn about feature estimates
- C. Learn about new requirements
- D. Learn about feature usability

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 523

Simplicity - the art of _____ is essential

- A. Minimizing contract negotiation
- B. Maximizing the customer collaboration
- C. Maximizing the amount of work not done
- D. Minimizing the amount of work done

Answer: C ([LEAVE A REPLY](#))

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