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Question 1

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

Options:

A- Conduct a requirements gathering workshop.

B- Deliver the basic requirements iteratively.

C- Have the product owner fill out the requirements backlog.

D- Have the stakeholders fill out the backlog before starting the project.

Answer:

B

Question 2

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

Options:

A- Obtain executive team buy-in by conducting a meeting to present the advantages of agile principles and processes.

B- Issue a memo of understanding that agile principles should be implemented for all new projects.

C- Introduce agile principles and processes, then make the change an experiment to obtain buy-in.

D- Require all staff and management to attend agile training and adhere to its principles.

Answer:

C

Question 3

Question Type: MultipleChoice

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

A- Work with the sponsor to develop team expectations.

B- Provide the customer with a list of deliverables and obtain agreement.

C- Encourage the team to more frequently interact with all stakeholders.

D- Work on finishing upfront product design rather than comprehensive documentation.

Answer:

C

Question 4

Question Type: **MultipleChoice**

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

What should the product owner do next?

Options:

A- Obtain approval from the change control board to discontinue the component.

B- Ask the team to continue developing the component.

C- Ask the team to discontinue developing the component.

D- Request the sponsor's formal approval to discontinue the component.

Answer:

C

Question 5

Question Type: MultipleChoice

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?

Options:

A- Maintain and review a lessons learned repository to improve delivery of future projects.

B- Ask each team member to post corrective action to the backlog.

C- Engage the project management office (PMO) to take responsibility identifying lessons learned on projects.

D- Perform a root cause analysis to identify alternative approaches for performing the next project.

Answer:

A

Question 6

Question Type: MultipleChoice

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

Options:

A- Ask the team if they would like to adopt alternative techniques.

B- Create a team norms document to set participation guidelines.

C- Ask the scrum master to resolve the issue at the stand up meeting.

D- Capture feedback during lessons learned at the end of the iteration.

Question 7

Question Type: MultipleChoice

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

Options:

A- Ask the project manager to work with the product owner to help generate clearer stories in the future.

B- Develop guidelines to prevent future occurrences.

C- During the retrospective, discuss the issue and create an action plan to avoid it in the future.

D- Allow the team to devise a corrective action without external intervention.

Answer:

C

Question 8

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

Options:

A- Organize a team-building activity to improve team morale.

B- Have team members work in pairs to learn from each other and develop new skills.

C- Ask team members to perform a value stream analysis of their activities.

D- Add more resources to the team to help with the tasks.

Answer:

B

Question 9

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?

Options:

A- Ask the team to conduct research to find a viable solution.

B- Select a better technology for team implementation.

C- Obtain customer input on their technology requirements.

D- Consult the product owner about their non-functional requirements.

Answer:

C

Question 10

Question Type: **MultipleChoice**

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?

Options:

A- Requested approval from the project sponsor

B- Undertaken a review of all requirements

C- Conducted an end-of-phase demonstration

D- Performed a retrospective to validate project deliverables

Answer:

D

Question 11

Question Type: **MultipleChoice**

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

Options:

A- Present opportunities in order to be supportive and grow that team member's talents.

B- Encourage the team member to fit in more with the established team norms.

C- Bring this to management's attention so they don't disrupt the team.

D- Ask team member to respect defined roles on the project to avoid confusion with the team.

Answer:

D

Question 12

Question Type: MultipleChoice

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?

Options:

A- Encourage all team members to participate, and have them type their retrospective feedback into the agile lifecycle management tool.

B- Ask more specific questions during the retrospectives.

C- Use retrospective techniques, such as silent writing, clustering, and dot voting to field feedback prior to discussion by the team.

D- Ask team members to email feedback that can be summarized in a spreadsheet for the team.

Answer:

A

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