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QUESTION 1

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

What should the agile team do?

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

Answer: B
Explanation:
Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

QUESTION 2

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

QUESTION 3

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

Explanation:
Team A estimate is 420/30 = 14 sprints to complete the project. Team B estimate is 280/20=14 sprints to complete the project.

QUESTION 4
The product owner wants to build security firewalls into the product.

How can the team members support this?

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

Answer: D
Explanation:
Bring the team and product owner together to clarify the expectations and value of a requirement. Progressively decompose roadmap into backlog of smaller, concrete requirements.

QUESTION 5
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
Explanation:
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.

QUESTION 6
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: B
Explanation:

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.

QUESTION 7
What estimation technique is an agile team using when collectively estimating the relative size of its stories using story points?

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

Answer: C
Explanation:
Affinity estimating is a technique that involves grouping items into similar categories or collections - i.e., "affinities." In agile, we can use this technique for many purposes, but one of the most important is to make sure our story point unit remains consistent for all our estimates over the duration of the project.

QUESTION 8
The team underestimated the complexity of a story, resulting in new decomposition of the work to be delivered in the current sprint and items to be returned to the backlog.

What should the Scrum Master do next?

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

Answer: C
Explanation:
Retrospectives help the team learn from its previous work on the product and its process. One of the principles behind the Agile Manifesto is: "At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

QUESTION 9
During a Kanban team's daily stand up, an agile coach observes that the team seems disinterested in the work status. While it appears that there are no issues with flow, there is a marked lack of attention to team effort. When the agile coach queries the team for reasons, members explain that work continues to be scheduled with no end in sight.

What should the agile coach do?

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

Answer: A

Explanation:
Celebrate team successes and support and bridge building activities with external groups. Create upward spirals of appreciation and good will for increased collaboration.

QUESTION 10
A scrum master is part of a project team using technologies overseen by the IT department. The IT director oversees several company initiatives and is unfamiliar with the details of each one.

As an active project stakeholder, to which meeting should the IT director be invited?

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

Answer: C
Explanation:
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).

QUESTION 11
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
Explanation:
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.

QUESTION 12
An organization initiates a pilot project to introduce agile methodology for the successful delivery of projects.

What should the project manager do to share this project's knowledge and learning with wider organizational business groups?

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

Answer: D
Explanation:

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. - Retrospective should not be used for any other purposes

QUESTION 13
The product owner of a team starts the iteration review with a quick walkthrough of the iteration goal, the list of planned stories with status, and a demo of all the stories to the business.

What should the product owner have done differently?

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

Answer: A
Explanation:
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.

QUESTION 14
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
Explanation:
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.

QUESTION 15
A scrum team has conducted regular retrospectives to discuss immediate concerns and the implementation of improvement actions. Despite this, after a few iterations, the same concerns resurface.

What should the team have done to improve retrospective outcomes?

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

iteration

Answer: B
Explanation:
The retrospective is about looking at the qualitative (people's feelings) and quantitative (measurements) data, then using that data to find root causes, designing countermeasures, and developing action plans.

QUESTION 16
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
Explanation:
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.

QUESTION 17
An agile team has only one database administrator with the necessary knowledge of database-related tasks. The project manager identifies the risk that if this person leaves, team velocity will significantly decrease.

What should the agile coach do?

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

Answer: D
Explanation:
Team members should be self-sufficient, generalist in many and specialized in some areas. If team members are not, try to make them.

QUESTION 18
During sprint planning, team members have differing opinions on a feature that delivers business value but fails to provide a long-term solution for the customer.

How should the team resolve this?

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

Answer: A
Explanation:
Usually, sprint backlog is not prioritized. User stories, once chosen, can be implemented in any other. The product backlog is prioritized to ensure continuous delivery of value. Reference to the values of agile framework should help.

QUESTION 19
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
Explanation:
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.

QUESTION 20
The customer needs assistance in determining the efficiency of a set of process activities within the solution.

What should the agile team do?

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

Answer: B
Explanation:
The goal of Value Stream Map is to optimize the flow of information or materials required to complete a process, thereby reducing the time it takes to create value and eliminating wasteful or unnecessary work. In value stream mapping, we create a visual map of a process flow, so that we can identify where delays, waste, and constraints are occurring. Once we identify the areas that could be improved in the process, we can then look for ways to remove those problems and make the process more efficient.

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