

Exam : **PAL-I**

Title : Professional Agile Leadership
(PAL I)

Vendor : Scrum

Version : V12.35

NO.1 Which of the following characteristics would you expect from a high-performance Agile Team?

Select three answers.

- A. Prescriptive process for more inspection and adaption.
- B. Managed
- C. Self-organizing.
- D. Empowered.
- E. Plan-driven.
- F. Constructive disagreement

Answer: CDF

NO.2 What makes adaptation easier? Select two answers

- A. Empowerment
- B. Self-managing
- C. Adaptability training
- D. Leadership
- E. Decision taker

Answer: AB

NO.3 Which commitment is associated with the Increment?

- A. Product Goal
- B. Sprint Goal
- C. Definition of Done
- D. Quality Guidelines
- E. Non-technical requirements
- F. Sprint Backlog

Answer: C

NO.4 External stakeholders do not have visibility into the daily progress made by the Scrum Team on a Product that they are very interested in. They are a little worried and anxious.

What is the best way to clarify the concerns to them and the progress made by the Scrum Team?

- A. Share the Product Backlog, Product Goal, and ask them to join the next Sprint Retrospective.
- B. Share an impediments document.
- C. Share a daily status report.
- D. Tell them that anxiety is not part of Agile and ask them to join the Daily Scrum for updates.
- E. Share a weekly status report.
- F. Share the Product Backlog, Product Goal, and ask them to visit the Sprint Review.

Answer: F

NO.5 What is Product Backlog refinement?

- A. The act of breaking down and further defining Product Backlog items into smaller more precise items.
- B. The Scrum event where Product Backlog items are broken down into smaller more precise items.
- C. The time that the Product Owner reserves to write requirements.

Answer: A

NO.6 Ali is an Agile Leader managing five Scrum Teams. Ali delegates responsibilities depending on the maturity level of each team and team members. Is it a good idea to delegate responsibilities according to the maturity of the team even if it takes longer?

A. YES

B. NO

Answer: A

NO.7 A Developer notifies the Scrum Master that they will need an external specialist to help full-time with some topics for at least four Sprints.

What can be deduced from this?

A. The Team is not cross-functional.

B. The Team is cross-functional.

C. The Team velocity will increase as the specialist will help to get more work done.

D. The Team velocity will not change. External resources cannot be counted for the velocity.

Answer: A

NO.8 How EBM helps organizations to take into account the best available evidence to help them make decisions on ways to improve?

A. By becoming a data-driven organization

B. By implementing analytics tools

C. By defining goals and follow them

D. By measuring current conditions, setting performance goals, forming small experiments for improvement that can be run quickly, measuring the effect of the experiment, and inspecting and adapting goals and next steps

E. By recording and measuring evidence data

Answer: D

NO.9 When using an Agile approach, it is expected and beneficial to change the plan frequently based on the feedback received from customers or stakeholders.

A. TRUE

B. FALSE

Answer: A

NO.10 During the Retrospective, the Developers of a Scrum Team complain about the changes they have to make to the features they have already developed as a result of the Sprint Review meetings. The discussions of the Sprint Review cause about 35% of re-work and the code to be rewritten. The Scrum Master explains to Developers that changes, when they are the result of feedback provided by customers or stakeholders, are expected and beneficial. Is the Scrum Master right?

A. NO

B. YES

Answer: B

NO.11 In large Scrum Teams, there may be two or more Product Owners

- A. TRUE
- B. FALSE

Answer: B

NO.12 Who collaborates during the Sprint Review?

- A. Scrum Team
- B. Scrum Team with Stakeholders
- C. Product Owner with Stakeholders
- D. Product Owner, Developers and Stakeholders
- E. Product Owner and Developers
- F. Scrum Team and management

Answer: B

NO.13 For whom is the Daily Scrum?

- A. Developers
- B. Scrum Team
- C. Developers and Product Owner
- D. Developers and Scrum Master
- E. Organization
- F. Product

Answer: A

NO.14 What is the reason for looking at Time-to-Market (T2M)?

- A. To understand if the Scrum Teams are working fast or slow
- B. To minimize the amount of time it takes for the organization to deliver value
- C. To maximize the value
- D. To implement management techniques for all Scrum Teams

Answer: B

NO.15 What is a hypothesis?

- A. A test that is designed to prove or reject something
- B. A proven explanation that needs to be implemented
- C. A test for a feature that provides value
- D. A test to measure the value of something
- E. A proposed explanation for some observation that has not yet been proven

Answer: E

NO.16 A Scrum Team has released a new version of the product one week ago. The Developers are debating the amount of value the increment provides but they don't agree with the method to measure it. The developers approach the Product Owner to ask about this.

Who has the final say on how much value a product release delivers?

- A. The Scrum Master.

- B. The Scrum Team.
- C. The Developers
- D. The Product Owner.
- E. The customers using the product.
- F. The Agile Leader.

Answer: E

NO.17 You are interviewing a candidate to work as a Scrum Master in your company, you ask the candidate to briefly explain "Scrum".

Which of the following responses would you expect? Select four answers.

- A. Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.
- B. Scrum is founded on empiricism.
- C. Scrum is an agile method that can only be used to develop software.
- D. Scrum is a collection is of best practices for building products.
- E. Different processes, techniques and methods can be employed within the framework.
- F. Scrum is founded on lean thinking.

Answer: ABEF

NO.18 The current value of a feature can be determined or proved before delivering it to the customer

- A. FALSE
- B. TRUE

Answer: A

NO.19 Your organization has 5 Scrum Teams with 10 members each. Three teams are doing very well developing an average velocity of 45-50 user story points per Sprint. The other two teams are achieving just 15 and 25 points on average per Sprint respectively.

Management is concerned and asks you to help them improve, what would be your response?

- A. Assign Developers from high-performing teams to low-performing teams to compensate and stabilize the average velocity of the company.
- B. Story sizing can vary from one team to another. Velocity depends upon the way stories are sized. Velocity should not be compared between teams.
- C. If a Team is working on more complex tasks, we should expect a lower velocity.
- D. We should look at the performance of individual Developers and work to improve the skills of the ones that are delaying the team.
- E. Some of these teams may be new, after some Sprint they should also do 45-50 points per Sprint.

Answer: B

NO.20 Which of the following practices might help to improve the product's time to market?

- A. Commit team members to only one team.
- B. Automate frequently performed tasks.
- C. All the answers.

- D. Reduce the number of features in each release.
- E. Improve cross-functional team skills.

Answer: C

NO.21 What is Customer Cycle Time?

- A. The time spent correcting product problems between the point the developers say it is ready to release and the point where it is actually released to customers.
- B. The amount of time from when work starts on a release until the point where it is actually released.
- C. The average amount of time it takes from when an error is detected and when it is fixed.
- D. The amount of time from when an idea is proposed, or a hypothesis is formed until a customer can benefit from that idea.
- E. The amount of time to go from code-committed to code successfully running in production.

Answer: B

NO.22 What is the primary benefit of an Agile approach compared to a Waterfall approach?

- A. To deliver product incrementally to improve upon the feedback loop and the product as a result
- B. To save the organization money through quicker product development practices
- C. An improved ability to deliver on-budget, on-time, and on-scope
- D. Deliver business value by improving the customer's satisfaction with the outcome of doing business with your organization

Answer: D

NO.23 You are a manager at an organization that develops and provides products and services for customers. A Scrum Master has approached you asking for your help. Over the course of several Sprints, his Scrum Team is been distracted by unplanned support requests from other teams causing the team to regularly fail in meeting their Sprint Goals and not delivering Increments. As a manager, What would you do?

- A. Allocate additional people to the team to compensate for the interruptions.
- B. Work with the Scrum Team and the other teams to find ways to re-assign the interrupting work to people outside of the Scrum Team.
- C. Have the team be more flexible with the Sprint Goals and include a buffer in their Sprint Backlogs for support tickets.
- D. Add additional Sprints to the project to compensate for the interruptions.
- E. Extend the Sprint time-box to compensate for the interruptions.

Answer: B

NO.24 Who does the Scrum Master serve? Select three answers

- A. Scrum Team
- B. Product Owner
- C. Organization
- D. Management
- E. Stakeholders

F. CEO

Answer: ABC

NO.25 Anyone in the Scrum Team with a new idea must add it proactively to the Product Backlog

A. TRUE

B. FALSE

Answer: B

NO.26 How does the Product Owner maximize the value?

A. It may vary widely

B. By estimating the Value

C. By estimating the Return of Investment

D. By pursuing the Product Goal

E. By comparing the value of the Product Backlog Items

Answer: A

NO.27 What practices in a company can make the transition from waterfall to Agile difficult?

A. Developers who work only on a specific layer of the product and perform work related only to their expertise.

B. All of the answers.

C. Measuring Individual performances instead of team performance.

D. Committing to a fixed schedule and scope.

Answer: B

NO.28 What is the positive effect of synchronizing release schedules across multiple teams?

A. None of the answers.

B. Reduce bugs and defects rate.

C. Reduce dependency.

D. Increase productivity.

E. Always deliver the increment on time.

F. Increase the chances of delivery success.

Answer: A

NO.29 An experienced CTO suggests that for the 3 products the company is building, they should have 3 Product Owners and rotate them between Products every 4 months. The CTO says he has tried it before in his previous job and reduces the dependency that teams have on a Product Owner. Product Owners can be exchanged between Scrum Teams, without any impact on team or velocity, as the Product Owner does not do any development maximizing general domain knowledge.

Do you agree with this approach?

A. NO

B. YES

Answer: A

NO.30 You are part of a team to develop a tracking device. Your team has no idea what the final product will look like.

How would you advise them to proceed?

- A.** Create research spikes.
- B.** Set a goal and try the most promising experiments in short iterations and learn from them as you go.
- C.** Take a few weeks to do an in-depth risk analysis and define what your product should look like.
- D.** Ask the customer for more detailed information.
- E.** Create a project roadmap and follow it as closely as possible.

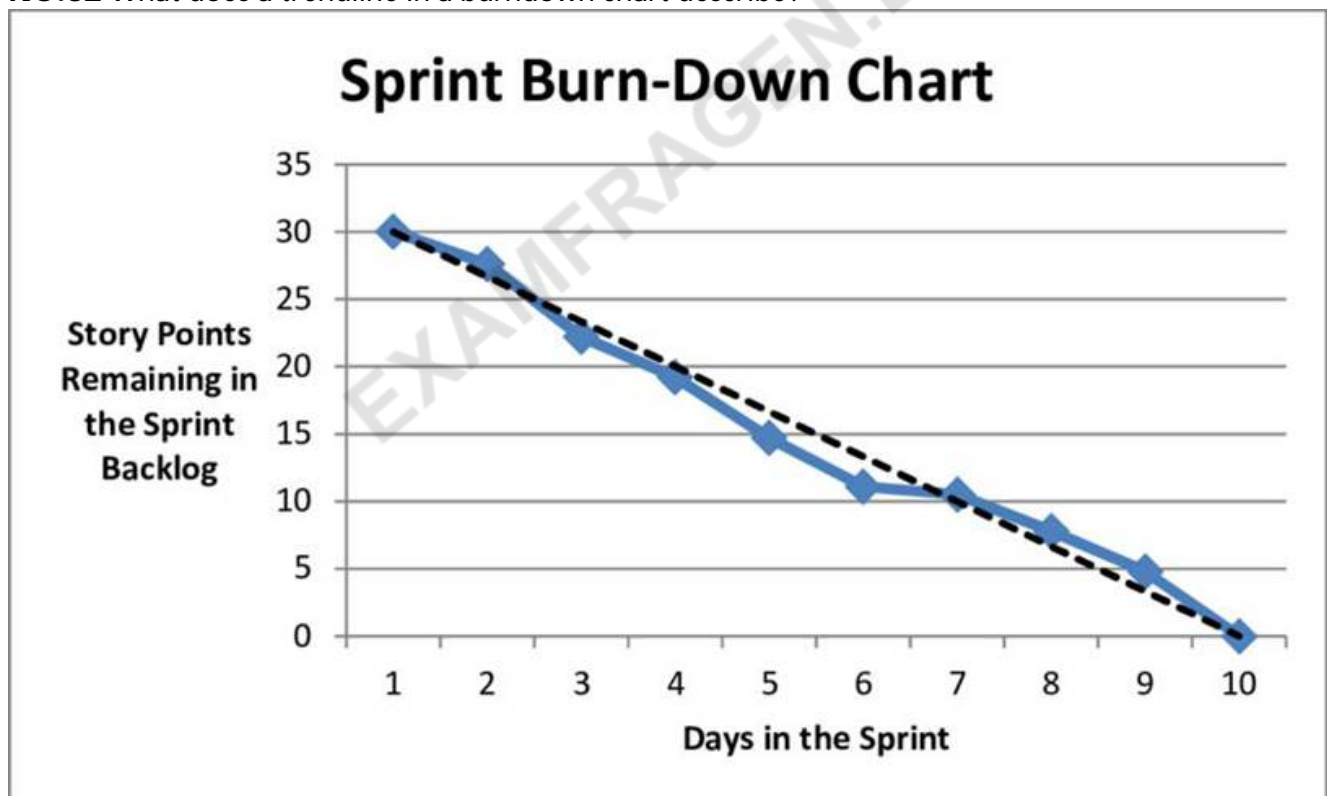
Answer: B

NO.31 Which of the following is a measure of the difference between a customer or user's desired experience and their current experience?

- A.** Desired Customer Experience or satisfaction
- B.** Customer Usage Index
- C.** Employee Satisfaction
- D.** Time-to-Learn
- E.** Customer or User Satisfaction Gap
- F.** Customer Satisfaction

Answer: E

NO.32 What does a trendline in a burndown chart describe?



- A.** All of the answers.
- B.** When all remaining tasks are expected to be completed.
- C.** The actual remaining effort.

- D. When all remaining tasks will be completed.
- E. When all technical tasks are expected to be completed.
- F. When all technical tasks will be completed.

Answer: C

NO.33 What would be the results of not operating the Scrum events as prescribed?

- A. Lost opportunities to inspect and adapt
- B. Longer Sprints
- C. Adaptability
- D. removes the need for meetings not defined in Scrum.

Answer: A

NO.34 What is the timebox of the Sprint Retrospective in a 2-week Sprint?

- A. Usually less than 3 hours
- B. usually less than 2 hours
- C. 1 hour or less
- D. 4 hours
- E. 6 hours

Answer: A

NO.35 Which sentences apply to the Scrum values? Select four answers

- A. They give direction to the Scrum Team with regard to their work, actions, and behavior
- B. They help the Scrum Team supporting each other
- C. The Scrum Team and its stakeholders are open about the work and the challenges.
- D. Scrum must be used in a way to reinforce these values
- E. The values are mandated
- F. The values are implicit

Answer: ABCD

NO.36 As an Agile Leader, which of the following would be your top priority?

- A. Keeping the team members healthy.
- B. Resolve internal team conflicts and disagreements.
- C. Make sure team members are aligned with what the project is trying to achieve.
- D. Controlling the team's performance.
- E. Comparing the performance of different teams based on their velocity.

Answer: C

NO.37 You are an Agile Leader in an organization. One of your Scrum Teams was formed months ago to work on new healthcare software. Members of this team previously worked on a fitness app within your organization. Members of the fitness app teams continually ask the Developers on your team for help with support and bug fixes. The Scrum Master has contacted you because he is concerned about this.

What is the best approach for the team to address unplanned work and interruptions? Select two

answers.

- A.** Dedicate part of the capacity of the Team during the Sprint for such support.
- B.** Increase the Sprint Length to create more buffer and time to reach the Sprint Goal and resolve such issues for the other Product.
- C.** Add more Developers to the other teams.
- D.** Suggest the Scrum Master raise this as an Impediment. Work with the entire Scrum Team to assess the impact and come up with different solutions.
- E.** Let the Developers self-organize.
- F.** Work with your Scrum Team to transfer the needed knowledge to another team who can support the request and issues.

Answer: DF

NO.38 An organization is new to Scrum and has hired you to implement Scrum for three Scrum Teams who will be working together on a new Product release.

What three things should you advise them first?

- A.** The three Scrum Teams should have a shared Definition of Done.
- B.** There should be three Product Owners, one for each Scrum Team.
- C.** The three Scrum Teams should have the exact same Definition of Done.
- D.** Each Scrum Team should have its own Product Backlog.
- E.** There should be one Product Backlog for all the teams to represent all of the known work needed to be done for the product.
- F.** There should be only one Product Owner for the three Teams.

Answer: AEF

NO.39 HR implemented a performance review process that rewards team members based on their individual annual performance. Therefore, some team members receive higher bonuses than others. Many team members are unhappy because they feel the bonus distribution is unfair as everyone contributes equally to the overall success of their team.

As your manager, what would be the best approach?

- A.** Give a personal explanation to the ones complaining about why they are contributing less than others in the team.
- B.** Invite the Scrum Teams to suggest how to best distribute the bonuses and rewards.
- C.** Make the assessment transparent, allow everyone to see the rating of all team members, the bonus each one gets, and the reasons.

Answer: B

NO.40 Which of the following is a measure of the relative percentage of the market not controlled by the product?

- A.** Change Failure Rate
- B.** Customer Satisfaction
- C.** Time to remove Impediment
- D.** Ability to Innovate
- E.** Time-to-Learn

F. Market Share

Answer: F

NO.41 Scrum is flexible enough to be implemented with only parts of it at the team's convenience

A. TRUE

B. FALSE

Answer: B

NO.42 What should an organization do to progress toward the Strategic Goal?

A. Run experiments

B. Define a Goal owner

C. Use the Strategic Goal as the Sprint Goal

D. Work hard

E. Make a detailed plan

Answer: A

NO.43 What is the timebox of the Sprint Planning in a 2-week Sprint?

A. usually shorter than 8 hours

B. 3 hours

C. 6 hours or less

D. 2 hours

E. 5 hours or less

F. At least 2 hours

Answer: A

NO.44 What is the Current Value?

A. The market capitalization of the organization.

B. The expected value of the Product.

C. The value that the product delivers today.

D. The potential future value that could be realized if the organization met the needs of all potential customers or users.

E. The value of a Product Backlog item.

F. The profit of the Organization since its first product release.

Answer: C

NO.45 What is lead time?

A. The average amount of time it takes from when an error is detected and when it is fixed.

B. The time spent correcting product problems between the point the developers say it is ready to release and the point where it is actually released to customers.

C. The amount of time from when an idea is proposed, or a hypothesis is formed until a customer can benefit from that idea.

D. The amount of time to go from code-committed to code successfully running in production.

E. The amount of time from when work starts on a release until the point where it is actually

released.

Answer: C

NO.46 A company will start to develop new software, they decided that they will use Scrum and they already identified 1000 features for the software. Experts say they should Invest the 1 or 2 Sprints just for planning and documenting the Product Backlog items, before beginning the development work. A thorough planning and healthy Product Backlog will help them be more organized before start and increase the chance of success.

As an Agile Leader, would you support this decision?

A. NO

B. YES

Answer: A

NO.47 How many topics are addressed in Sprint Planning?

A. 0

B. 1

C. 2

D. 3

E. 4

F. 2 to 3

Answer: D

NO.48 An organization wants to implement Scrum for its 5 teams developing software. HR has hired 5 Scrum Masters to assign one Scrum Master to each team that will guide and support the implementation of Scrum. To make the transition successful, the Scrum Masters agreed to shield the Scrum Teams from change and uncertainty from those outside the team who are not familiar with Agile.

As an Agile Leader, what would you say?

A. The Scrum Masters should shield Scrum Teams with a low agile maturity level from change and uncertainty.

B. Scrum Masters should help Scrum Teams deal with and embrace change and uncertainty.

C. The Scrum Masters should shield recently formed Scrum Teams from change and uncertainty.

D. The Product Owner should shield Scrum Teams from change and uncertainty.

E. The Scrum Masters should shield Scrum Teams from change and uncertainty.

Answer: B

NO.49 A manager needs a team to begin the transition to agile.

What would you recommend first?

A. Try out some agile structures and practices first to see if they are helpful in your situation.

B. Learn Agile values and principles and use them to guide the situation.

C. Hire a good Scrum Master and make that person accountable for the transition.

D. Identify a successful Agile Team and copy what they are doing.

Answer: B

NO.50 Having a Product Owner and Scrum Master is mandatory in a Scrum Team. Do you agree?

- A.** Yes, their accountabilities must be embodied by someone in the Scrum Team and this will impact the outcome of the product.
- B.** No, a Scrum Master is not always needed.
- C.** No, some Scrum Teams have a Product Manager instead of a Product Owner.
- D.** No, sometimes a Project Manager can take over the Scrum Master role.
- E.** Yes, each Scrum Master and Product Owner should work full time with only one Scrum Team.

Answer: A

NO.51 All the Product Backlog Items selected during the Sprint Planning and added to the Sprint Backlog must be done by the end of the Sprint

- A.** TRUE
- B.** FALSE

Answer: B

NO.52 What is the difference between leadership and management in agile?

- A.** Leadership replaces all aspects of management.
- B.** Management and leadership are used together.
- C.** Leadership is subsidiary to management.
- D.** Management and leadership are incompatible.

Answer: B

NO.53 You are an Agile manager at an organization that develops software for external customers. One of the Stakeholders who attends all the Sprint Reviews tells you that the Scrum Team, developing his product, totally lacks the domain expertise he expects and he is convinced this team will not be able to meet his expectations.

What do you do?

- A.** Involve the Scrum Master to discuss the concerns with the Stakeholder and leave the final actions to the Scrum Team. Support the team's decision.
- B.** Invite domain experts to all Sprint Plannings and Sprint Reviews
- C.** Work with other Scrum Teams to learn more about the domain.
- D.** Dedicate one or more Sprint to improve the domain knowledge.
- E.** Hire or reassign more domain experts to the Scrum Team.

Answer: A

NO.54 The objective of the Sprint defined in the Sprint Goal can be changed as much as wanted during the Sprint with no consequences.

- A.** TRUE
- B.** FALSE

Answer: B

NO.55 The first step in the journey toward a Strategic Goal is understanding your Current State.

- A.** TRUE

B. FALSE

Answer: A

NO.56 After Sprint 6, Developers say they need to complete the software architecture before they can begin working on the functional requirements.

As a Scrum Master, what is the most appropriate action you can take?

- A.** The Scrum Master should ask the Developers to resolve this issue themselves.
- B.** Stop the ongoing Sprint and focus on completing the architecture first.
- C.** Consider the architecture as technical debt and only focus on the functionality which needs to be built.
- D.** Coach the Developers that the architecture does not need to be perfect.

Answer: D

NO.57 How can a Scrum Team demonstrate its value to the organization?

- A.** By providing value reports to stakeholders.
- B.** By reporting the work completed during the daily Scrum.
- C.** By consistently delivering quality products at the end of each Sprint and progressing towards the Product Goal.
- D.** By reducing technical debt and improving efficiency.
- E.** By increasing the velocity each Sprint.

Answer: C

NO.58 Which of these metrics is the strongest signal that a company is doing business with agility?

- A.** Implementation Time.
- B.** Time to Learn.
- C.** Lead Time.
- D.** Time to Pivot.
- E.** Customer Cycle Time.
- F.** Development Time.

Answer: D

NO.59 Which of the following is not a Key Value Area of the EBM framework?

- A.** Time to Market (T2M)
- B.** Current Value (CV)
- C.** Unrealized Value (UV)
- D.** Desire to Innovate (D2I)

Answer: D

NO.60 What is the Ability to Innovate?

- A.** The effectiveness of an organization to deliver new capabilities that might better meet customer needs
- B.** The value of innovation
- C.** The organization's ability to quickly deliver new capabilities, services, or products

- D. The potential future value that could be realized if the organization met the needs of all potential customers or users
- E. The innovation provided by the Product
- F. The value that the product delivers today

Answer: A

NO.61 What is called the measure of the amount of time from when an idea is proposed or a hypothesis is formed until a customer can benefit from that idea?

- A. Time to Pivot.
- B. Time to Learn.
- C. Lead Time.
- D. Development Time.
- E. Customer Cycle Time.
- F. Implementation Time.

Answer: C

NO.62 Which of the following Key Value Measures (KVMs) would be useful to understand and improve the Ability to Innovate? Select three answers

- A. Time Spent Context-Switching
- B. Technical Debt
- C. Time to Restore Service
- D. Time Spent Merging Code Between Branches
- E. Release Frequency
- F. Lead Time for Changes

Answer: ABD

NO.63 At least one representative of the Agile Managers should attend the Scrum Events of the Scrum Teams to make sure they are going as expected.

- A. FALSE
- B. TRUE

Answer: A

NO.64 Which of the following will help three Scrum Teams working on the same Product deliver an Increment at the end of the Sprint? Select three answers.

- A. Synchronizing release schedules across all the Teams.
- B. Product Backlog Refinement.
- C. Having one Product Backlog for each Scrum Team
- D. Reducing dependencies between teams.
- E. Automating the integration and delivery process.
- F. Having a different Product Owner for each team.

Answer: BDE

NO.65 Improving T2M helps improve the frequency at which an organization can potentially change

CV.

A. TRUE

B. FALSE

Answer: A

NO.66 You are the Agile Coach of an Agile Team, what would be your highest expectation of the team?

A. Team members will come to you as soon as they encounter a problem.

B. Each team member solves the problems independently.

C. Team members report all their problems in the daily meeting.

D. The team solves most of the problems on its own.

Answer: D

NO.67 An Agile Leader must create an environment where experiments and tests that can fail are encouraged.

A. FALSE

B. TRUE

Answer: B

NO.68 Two team members from the same Scrum Team have very different and strong arguments for how to build a user story.

What should be done?

A. The Scrum Team should meet to discuss the problem and come up with a collective solution.

B. The two team members must be separated from the discussion and the rest of the Scrum Team must decide.

C. An Agile Coach must step in and address the conflict.

D. The Scrum Master should listen to both sides and decide to remove the impediment.

E. The Product Owner should decide.

Answer: A

NO.69 What are the different stances that are relevant for the Scrum Master? Select all the answers that apply.

A. A Coach.

B. A Mentor.

C. A Facilitator.

D. An Impediment Remover.

E. A Manager.

F. A Change Agent.

Answer: ABCDEF

NO.70 You are a leader in an Agile organization. Next month you will have an important meeting with the C-level and you would like to know more regarding the future product features and goals of a Scrum Team.

What should you do?

- A.** Attend the Daily Scrums and ask the team to update you on the status of their tasks and goals.
- B.** Ask a Developer to export the current Product Backlog and send it to you as you may not have access to see it.
- C.** Ask the Scrum Master to provide this information.
- D.** Ask the Scrum Team to send you a report of every Sprint Planning.
- E.** Consult with the Product Owner and ask about the Product Backlog, key features, Product Goal, and potential releases.
- F.** Attend the Sprint Retrospective and ask the team to update you on the features and goals.

Answer: E

NO.71 Which of the following expresses the organization's ability to quickly deliver new capabilities, services, or products?

- A.** Delivery Time.
- B.** Unrealized Value.
- C.** Ability to Innovate.
- D.** Time to Market.
- E.** Current Value.

Answer: D

NO.72 What is the Starting State?

- A.** The Sprint 0
- B.** The first increment
- C.** The starting point in the Burndown chart
- D.** The first Sprint
- E.** The state of the Product when is used for the first time
- F.** Where the organization is relative to the Strategic Goal when it starts its journey

Answer: F

NO.73 A Developer tells the Scrum Master that she sees a high risk of a delay in the Product release date.

What action should the Scrum Master take?

- A.** Create a Product Backlog item for this risk and add it to the Sprint Backlog so that it's resolved.
- B.** Work with the entire Scrum Team, discuss the risk, the impact, and possible solutions.
- C.** Bring up the problem in Sprint Review and Sprint Retrospective.
- D.** Inform the management to give them a heads up.

Answer: B

NO.74 Who can cancel a Sprint?

- A.** The Product Owner
- B.** The Scrum Master
- C.** Developers
- D.** The Scrum Team

E. Stakeholders

F. nobody

Answer: A

NO.75 Which kind of Goals would be the Product Owner interested in? Select three answers

A. Valuable Goal

B. Release Goal

C. Immediate Tactical Goals

D. Experiment Goals

E. Intermediate Goals

F. A Strategic Goal

Answer: CEF

NO.76 Which of the following are Key Value Areas from the EBM framework? Select all the answers that apply.

A. Current Value (CV)

B. Desire to Innovate (D2I)

C. Unrealized Value (UV)

D. Time to Market (T2M)

Answer: ACD

NO.77 What should you avoid as an Agile Team leader?

A. Prioritizing team goals over individual goals.

B. Collaborate in setting the Product Goals.

C. Finding out what motivates the team members individually.

D. Rewarding individual goals at the expense of project goals.

Answer: D

NO.78 You are joining a Scrum Team as a Developer. The Scrum Master tells you that the company has a policy of switching Developers from one team to another every 2 Sprint to improve knowledge share.

What outcomes would you expect from this approach? Select two answers.

A. The velocity of the Scrum Teams will decrease.

B. Communication and knowledge sharing challenges that will require help to resolve.

C. The cost of delivering the product will be significantly high.

D. Increased productivity and enthusiasm to work.

E. Having the right collaboration tools can make a distributed team productive.

Answer: AB

NO.79 When does the Sprint end?

A. When all the items are finished

B. When the timebox expires. If all the items are finished, the Sprint can end before the timebox expires

- C. In one month
- D. in two weeks
- E. When the increment is ready
- F. When the timebox expires.

Answer: F

NO.80 The Scrum events help with inspection

- A. TRUE
- B. FALSE

Answer: A

NO.81 What should a Scrum Team do if the size of the team becomes too large?

- A. They should consider reorganizing into multiple cohesive Scrum Teams
- B. They must reorganize into multiple Scrum Teams
- C. Nothing
- D. They should work with fewer Developers

Answer: A

NO.82 How would you describe what Evidence-Based Management is? Select all answers that apply

- A. Helps organizations to continuously improve customer outcomes, organizational capabilities, and business results under conditions of uncertainty
- B. Refine goals
- C. Helps organizations to continuously improve under conditions of certainty
- D. Framework
- E. Seeking a path toward strategic goals
- F. Empirical approach

Answer: ABDEF

NO.83 What is important during the Experiment Loop? Select four answers

- A. Decide parameters to conclude if a hypothesis was validated or invalidated
- B. The hypothesis must be positive and the results must provide visible improvements
- C. Make sure that the experiment will achieve the goal
- D. Persevere with the same goal or set a new goal
- E. Understand if results better are worse
- F. Understand if the experiment was executed correctly

Answer: ADEF

NO.84 Due to the request of employees to be more agile, a company has decided to initiate a transition from waterfall to Scrum. The plan is to change the organization's current terminology to Scrum for the first 4 months. Once everyone is comfortable and familiar with the terminology, they will work on the proper understanding and support of Scrum as defined in the Scrum Guide. What will be the result of this approach?

- A. The vocabulary in Scrum is defined specifically to implement Scrum. Not many benefits will be

seen.

B. All of the answers.

C. Updating the terminology will not provide any of the benefits of Scrum.

D. This can lead to confusion and chaos by mixing different methods, frameworks, and terminology.

Answer: B

NO.85 Andrew is a Senior Sales Manager for your product. Andrew would like to present the Product you're building at a conference with thousands of potential new customers in one month.

As a Product Owner, what do you tell him? Select two answers.

A. We will review the velocity and let you know if we need more Developers

B. The Product is ready when it's ready.

C. We always have a usable increment for a Demo, therefore you will have something to show.

D. We need to work on other Stakeholders' requests too.

E. Tell me which features you would like to present and we will see how we can include them in the next Sprints.

F. It depends on your budget.

Answer: CE

NO.86 Delivering on time and budget is the primary benefit of an Agile approach.

A. FALSE

B. TRUE

Answer: A

NO.87 What are the consequences of keeping the same Scrum Team together for a long time? Select all the answers that apply.

A. Consistent estimations.

B. Increased knowledge sharing.

C. Efficient collaboration.

D. High Utilization.

E. Improving focus.

Answer: ABCE

NO.88 The Release dates of a company's most important Product are always delayed by several months. The team discovers many bugs during the final months of the Release and this forces them to postpone the release.

Which of the following practices would you suggest to improve product time to market? Select four answers.

A. Co-locate team members.

B. Work overtime to release on time.

C. Reduce the number of features to build per iteration.

D. Team members must be part of only one team, at a time.

E. Create more testing tasks.

F. Consider releasing more often and using shorter iterations.

Answer: ACDF

NO.89 What is identified by the end of the Sprint Retrospective?

- A. The most helpful changes to improve its effectiveness
- B. The most important problems
- C. The most important features
- D. Improvements for the company

Answer: A

NO.90 What are the consequences of having multiple Product Owners for the same Product? Select three answers.

- A. The opportunity to have a Product Owner for each Scrum Team working on the same Product.
- B. More capacity to add details to Product Backlog items.
- C. More PO availability to attend to Stakeholders' requests.
- D. Unclear responsibility and ownership.
- E. Focus on negotiating the level of story detail instead of focusing on value creation.
- F. Absence of domain expertise in the teams.

Answer: DEF

NO.91 Who manages the progress of pending and completed work during a Sprint?

- A. The Product Manager.
- B. All of the answers.
- C. The Product Owner.
- D. The Scrum Master
- E. The Developers
- F. The Business Analyst

Answer: E

NO.92 What is the purpose of looking at Unrealized Value?

- A. Detect the flaws between the current experience of the users and the experience that they would like to have to fix it as soon as possible
- B. Estimate when the whole product will be finished
- C. Detect an opportunity because of a gap between the current experience of the users and the experience that they would like to have
- D. Analyze who missed providing the expected experience

Answer: C

NO.93 What or who enables adaptation?

- A. Transparency
- B. Scrum Master
- C. Inspection
- D. Developers
- E. Product Owner

Answer: C

NO.94 What is the main direct benefit of an Agile approach?

- A. Flat management structure
- B. Cost reduction
- C. Deliver more value
- D. Improve team structure

Answer: C

NO.95 You are a leader who has just joined an agile organization. After several Sprints, you notice that your Scrum Team is distracted by unexpected support requests from other teams during Sprints. You think these requests are the cause of the team never being able to meet its Sprint Goals.

As a manager, what should you do?

- A. Define blocked working hours where the team cannot receive requests.
- B. Calculate the project deviation and add the necessary sprints to complete the project because of the deviation.
- C. Extend the Sprint length so the teams can also attend to the unplanned work and meet the Sprint Goal.
- D. Work with the Scrum Team to understand the reason for these requests and find ways to postpone them to the next Sprint Planning or reassign unplanned work to people outside of the Scrum Team.
- E. Tell the Team to ignore all requests.
- F. Add buffer to the estimates of Product backlog items to include the unplanned work.

Answer: D

NO.96 Improving the Ability to innovate helps an organization become more effective in ensuring that the work that it does improves the value that its products or services deliver to customers or users.

- A. TRUE
- B. FALSE

Answer: A

NO.97 How does the Product Backlog emerge?

- A. By waiting for it
- B. By defining "what" will fulfill the Product Goal
- C. By defining the Sprint Goal
- D. By writing requirements

Answer: B

NO.98 The Product Owner is the only one responsible for all product-related activities from stakeholder collaboration, verification, maintenance, operation, experimentation, research and development, and anything else that might be required.

- A. TRUE
- B. FALSE

Answer: B

NO.99 What is the Unrealized Value?

- A. The unestimated value of a Product Backlog item
- B. The expected value of the current Product that needs to be validated
- C. The effectiveness of an organization to deliver new capabilities that might better meet customer needs
- D. The organization's ability to quickly deliver new capabilities, services, or products
- E. The potential future value that could be realized if the organization met the needs of all potential customers or users
- F. The value that the product delivers today

Answer: E

NO.100 What is included in Product Backlog management? Select two answers

- A. Developing and explicitly communicating the Product Goal
- B. Creating and clearly communicating Product Backlog items
- C. Writing the acceptance criteria
- D. Creating the Sprint Backlog
- E. Writing User Stories
- F. Documentation

Answer: AB

NO.101 Which of the following KVMs provides insight into the capacity of the organization to deliver new product capabilities?

- A. Customer Cycle Time
- B. Release Frequency
- C. Innovation Rate
- D. On-Product Index
- E. Technical Debt
- F. Installed Version Index

Answer: C

NO.102 An international bank has a large structure with several levels of management. (Directors, many managers, Delivery Managers, Product Managers, Program Managers, Project Managers, CTO, CTO, etc.). The company has just hired four project managers and a director of operations. This company should not implement Scrum since a large management team does not contribute to the implementation of Scrum and agile methodologies would not benefit the company.

- A. FALSE
- B. TRUE

Answer: A

NO.103 A Scrum Team has remote team members, after the 15 minute daily Scrum, Developers spend an additional 15-30 minutes every day discussing architectural designs, code designs, code

reviews, high priorities bugs, and concerns.

As a Scrum Master, how should you handle this situation?

- A.** Tell the Developers that they cannot add events or meetings that are not part of the Scrum Framework.
- B.** Ask the Scrum Team to discuss everything needed in the Daily meetings within 15 minutes. Meetings outside the Scrum Events are not allowed. They are a waste of time.
- C.** Facilitate such meetings so Developers only spend 15 minutes on the Daily Scrum.
- D.** Allow the Scrum Team to self-manage and decide for themselves.
- E.** If needed, inform the Management about such meetings. Try to reduce such meetings as much as possible so the Developers can get more time to develop.

Answer: D

NO.104 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.** Comprehensive documentation is the primary measure of progress.
- C.** Continuous attention to technical excellence and good design enhances agility.
- D.** Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- E.** Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Answer: B

NO.105 Which of the following is a measure of true business agility?

- A.** Change Failure Rate
- B.** Time-to-Learn
- C.** Time to Pivot
- D.** Customer Satisfaction
- E.** Ability to Innovate
- F.** Time to remove Impediment

Answer: C

NO.106 What is included in the Sprint Backlog? Select all answers that apply

- A.** The Sprint Goal
- B.** The Product Backlog items selected for the Sprint
- C.** The plan for delivering the items
- D.** Which Developer will work on each item
- E.** The Product Goal
- F.** The architecture

Answer: ABC

NO.107 What does the Unrealized Value (UV) Key Value Area reveal?

- A.** Projected revenue for the next financial year.
- B.** The planned revenue expected from a product.

- C. The potential future value that could be realized if the organization met the needs of all potential customers or users
- D. The potential future value that could be realized if the organization met some of the needs of key users.
- E. The value that the current Sprint's work will produce.
- F. The value of the work currently in development until the next release.

Answer: C

NO.108 What are the Key value areas? Select all answers that apply

- A. Unrealized Value
- B. Time to Market
- C. Previous Value
- D. Ability to innovate
- E. Current Value
- F. Realized Value

Answer: ABDE

NO.109 You are a manager in an agile organization. You are responsible for the success of 12 Scrum Teams in your area. The CTO asks you to measure the value that each Scrum Team produces so that you can provide the information to investors and stakeholders. What would you do?

- A. Check with the Product Owners of the Scrum Teams. They are best suited for managing the Scrum Team and its metrics.
- B. Ask Product Owners to measure Customer Satisfaction for each product for a standardized measure of Current Value.
- C. Measure and compare the Velocity of each Scrum Team as a reference of the value that is built for the Product.
- D. Consult with the Scrum Master of each Scrum Team. They can manage each Scrum Team to present information on the value that is provided.
- E. Meet with the Product Owners of the Scrum Teams. They are best suited to determine how to measure value.

Answer: E

NO.110 The Sprint Review is the last event of the Sprint.

- A. TRUE
- B. FALSE

Answer: B

NO.111 A complex domain is where _____

- A. Almost everything is unknown.
- B. More is unknown than known.
- C. More is known than unknown
- D. Very little is known.

Answer: B

NO.112 The Developers think that it will take 40 hours of effort to implement an API for online payments for the Product they are working on.

How many hours of effort should they quote for that task?

- A. 40 hours
- B. 45 hours (40 hours + 5 hours as a buffer for distractions, availability issues, and testing).
- C. They must not estimate in hours.
- D. 35 hours since teams tend to overestimate.
- E. 40 to 45 hours

Answer: A

NO.113 You are an Agile Manager and you have a new Product idea to develop, but you don't have a Scrum Team for it. It is your responsibility to use some unassigned professionals within the company and hire new team members for the new Scrum Teams that will build from the new Product. You have a lot of experience in assigning team members and hiring.

How would you decide which member will be on which team?

- A. You must assign team members into teams. Each team will work on different layers of the Product.
- B. Work with the Product Owner and available members together, discuss the vision and goals for the product, let the group self-organize and divide itself into teams.
- C. Allocate the team members into teams based on the features they are going to develop.
- D. You must distribute team members into groups according to individual performance and skills.
- E. You must assign team members into functional teams.

Answer: B

NO.114 You are an Agile Leader. A key user has contacted you to request a new feature for a product that your company is developing for him. However, this feature is not part of the original scope.

How would you proceed?

- A. Facilitate a meeting between the Developers and the user.
- B. Facilitate a meeting between the Product Owner and the user. You want to make sure the user is satisfied and listened to, but also that the Product Owner has all the information to evaluate the feature and compare it to other Product Backlog items.
- C. Ask the user to contact the Scrum Team.
- D. Tell the user to submit a change request ticket.
- E. Ask the Developers to estimate the new feature and calculate the price for changing the scope.

Answer: B

NO.115 Which of the following Key Value Measures (KVMs) would be useful to understand and improve the Current Value? Select three answers

- A. Customer Usage Index
- B. Employee Satisfaction
- C. Customer Satisfaction

- D. Release Frequency
- E. Market Share
- F. Customer or User Satisfaction Gap

Answer: ABC

NO.116 When using an Agile approach is key to enable teams to inspect and adapt the results before delivering a working product.

- A. TRUE
- B. FALSE

Answer: A

NO.117 What is the purpose of the Daily Scrum? Select two answers

- A. Inspect progress toward the Sprint Goal
- B. Adapt the Sprint Backlog as necessary
- C. Adapt the Product Backlog
- D. Report progress and status
- E. Receive directions from the Product Owner
- F. Inspect the increment

Answer: AB

NO.118 Where is the Product Goal?

- A. In the Product Backlog
- B. In the Sprint Backlog
- C. In the vision and mission of the organization

Answer: A

NO.119 How would you describe the Time-to-Market?

- A. The time to complete the Product Backlog
- B. The responsiveness of the organization in delivering value
- C. The effectiveness of the organization in delivering value
- D. The expected delivery date of the Product
- E. The goals of the organization
- F. The current state of the organization relative to its goals

Answer: B

NO.120 How can the value of a feature be tested?

- A. Calculate its value before building it
- B. Make these hypotheses explicit, build the feature, and test the value of the features and requirements
- C. Calculate revenue and determine the exact value
- D. Build the feature and measure the rating

Answer: B

NO.121 A product could be a physical product

- A. TRUE
- B. FALSE

Answer: A

NO.122 A benefit of an Agile approach is to make projects more predictable through execution in short increments.

- A. TRUE
- B. FALSE

Answer: A

NO.123 Developers in the Scrum Team heavily disagree with the acceptance criteria of a feature in the Sprint Backlog and its value for the users due to similarities with other existing functionalities in the system.

As a Scrum Master, which would be the best approach?

- A. Developers must vote and decide.
- B. Involve the Product Owner and facilitate a meeting so the Product Owner can clarify the requirements with the Developers.
- C. Ask the Product Owner to better document the requirements next time.
- D. Postpone the functionality to the next Sprint so it can be discussed during the Refinement.
- E. Developers in the Scrum Team should understand the requirements from the Product Owner. The Scrum Master should not need to get involved.

Answer: B

NO.124 A software development company that uses the waterfall software development approach realizes that the cost of development of a Project has been more than what they had initially planned. The Management believes that adopting an Agile approach will help to reduce cost. Should they adopt Agile and an approach to reduce cost?

- A. YES
- B. NO

Answer: B

NO.125 What is considered to determine how much can be completed within a Sprint? Select three answers

- A. past performance
- B. upcoming capacity
- C. Definition of Done
- D. Velocity
- E. Average Velocity
- F. Burn-down chart

Answer: ABC

NO.126 What is the Current Value?

- A. The expected value of the Product
- B. The organization's ability to quickly deliver new capabilities, services, or products
- C. The value that the product delivers today
- D. The effectiveness of an organization to deliver new capabilities that might better meet customer needs
- E. The value of a Product Backlog item
- F. The potential future value that could be realized if the organization met the needs of all potential customers or users

Answer: C

NO.127 What is the Current State?

- A. The state of the Product
- B. The state of the Product Backlog
- C. Where the organization is relative to the Strategic Goal at the present time
- D. The number of the current Sprint
- E. The current status in the Burndown chart

Answer: C

NO.128 Several customers have reported security issues of many features of an existing Product. What two things can the Scrum Team of this Product do next?

- A. Create testing Product Backlog items with testing steps to test other features.
- B. Create special test documentation.
- C. Adapt the Definition of Done to include security expectations.
- D. Add identified changes to the Product Backlog and discuss security expectations of each Product Backlog item.
- E. Involve the Customers to test the security before releasing the Product.

Answer: CD

NO.129 You are an Agile Leader and you need to hire a Product Owner for a Scrum Team, what would be your ideal choice for the position?

- A. There is no ideal type of Product Owner.
- B. A single Product Owner with subject matter expertise in the type of product being developed.
- C. A Product Owner who constantly changes his mind to keep up with market changes.
- D. A former Project Manager who can also manage the team to deliver high-value products.

Answer: B

NO.130 As an Agile Leader, your most important responsibility is to set the product goals for the team and holding everyone to embody their responsibilities for meeting such goals.

- A. FALSE
- B. TRUE

Answer: A

NO.131 What the Experiment Loop consists of? Select all answers that apply

- A. Adapting your goals or your approach based on what you learned.
- B. Running your experiments
- C. Inspecting your results
- D. Forming a hypothesis for improvement

Answer: ABCD

NO.132 Which are the benefits of short Sprints? Select two answers

- A. more learning cycles
- B. limit the risk of cost and effort
- C. reduce cost
- D. increase performance

Answer: AB

NO.133 What is Scrum based on? Select two answers

- A. Empiricism
- B. Lean Thinking
- C. Kanban Principles
- D. Iterative waterfall
- E. Human values
- F. Common sense

Answer: AB

NO.134 What describes the single objective of the Sprint?

- A. Sprint Goal
- B. Product Goal
- C. Company Goal
- D. Definition of Done
- E. Increment Goal
- F. Business Goal

Answer: A

NO.135 Which of the following would you use to describe how the Product Owner stances? Select all the answers that apply.

- A. Customer Representative.
- B. Visionary.
- C. Decision Maker.
- D. None of the answers.
- E. Collaborator.

Answer: ABCE

NO.136 At Sprint Review, a Product Backlog item is partially completed, what action(s) should be performed with this item?

- A. Return it to the Product Backlog

- B. Present it in the Sprint Review
- C. Include part of it in the increment
- D. Continue with it in the next Sprint

Answer: A

NO.137 What does the Customer Usage Index measure? Select two answers.

- A. Whether actual usage meets expectations on how long users should be taking with a feature.
- B. The difference between a customer or user's desired experience and their current experience.
- C. Usage, by feature, to help infer the degree to which customers find the product useful
- D. The experience that the customer would like to have.
- E. Sentiment analysis to help gauge customer engagement and happiness with the product

Answer: AC

NO.138 What are the main benefits of a self-managing Scrum Team? Select four answers.

- A. Increase motivation
- B. Increase creativity
- C. Increase compliance.
- D. Increase commitment.
- E. Increase accuracy of estimates
- F. Empowerment

Answer: ABDF

NO.139 Which of the following statements are true about Technical Debt? Select two answers.

- A. Only the Developers need to be concerned with Technical debt.
- B. A team that continuously incurs technical debt will increase the velocity in the short term. Changes and development will seem easy and fast.
- C. The amount of technical debt is described as quality standards in the Definition of Done.
- D. Technical debt can be handled after delivery with refactoring sprints.
- E. Technical debt is a threat to the long-term viability and maintainability of a product.

Answer: BE

NO.140 Which questions will help organizations to continually re-evaluate for current value? Select four answers

- A. Is happiness improving or declining?
- B. How happy are your investors and other stakeholders today?
- C. How happy are users and customers?
- D. Is it worth the effort and risk to pursue these untapped opportunities?
- E. How happy are your employees today?
- F. Can any additional value be created by our organization in this market or other markets?

Answer: ABCE

NO.141 Which of the following Key Value Measures (KVMs) would be useful to understand and improve the Time-to-Market? Select three answers

- A. Time-to-Learn
- B. Change Failure Rate
- C. Customer Satisfaction
- D. Ability to Innovate
- E. Time to Pivot
- F. Time to remove Impediment

Answer: AEF

NO.142 The Scrum Master can never order the Product Backlog items

- A. TRUE
- B. FALSE

Answer: B

NO.143 The longer you wait for customer feedback, the greater the risk of delivering the wrong product to your customer.

- A. FALSE
- B. TRUE

Answer: B

NO.144 One of the teams you manage has committed to delivering 45 story points for this Sprint, but it looks like they will only complete 25. As an Agile Manager, what should you do?

- A. Coach the team to identify a set of User Stories that sum up 25 story points and will meet the Sprint Goal.
- B. Ask Developers to work overtime.
- C. Add more Developers to the team.
- D. Be transparent and remove 20 points from Sprint Backlog. The remaining 20 points can be completed in the next Sprint.
- E. Extend the Sprint.

Answer: A

NO.145 An Agile leader delegates responsibility dependant on the maturity of the team

- A. TRUE
- B. FALSE

Answer: A

NO.146 A software company has five software products that are released to thousands of customers. These products are coupled and their releases depend on each other.

As a Scrum Master, would you recommend making it mandatory for all Product teams to adhere to the same release schedule to ensure greater value for customers?

- A. NO
- B. YES

Answer: A

NO.147 What are the primary benefits of an Agile approach over a Waterfall approach? Select two

answers.

- A.** Deliver the product incrementally, including frequent and relevant feedback from stakeholders.
- B.** Focus on customer satisfaction and delivering business value.
- C.** Save costs by using more efficient product development practices.
- D.** Better ability to deliver on-budget, on-time, and on-scope.

Answer: AB

NO.148 The Sprint Backlog can be updated throughout the Sprint

- A.** TRUE
- B.** FALSE

Answer: A

NO.149 Katherine works in the finance team and approves budgets. She is new to Scrum and wants to know more about how budgeting and financial forecasting is performed in Scrum.

As a Scrum Master, what would you answer? Select two answers.

- A.** Budgeting does not apply in Scrum. The team members internally decide how much they will spend.
- B.** Budgeting does not apply in Scrum. Only the operational costs of the Scrum Teams matter.
- C.** Stakeholders can periodically inspect the results of product increments to assess how much value is being produced per investment spent.
- D.** A single development release may be funded by the sponsors. The release may contain several Sprints where every Sprint is producing a valuable increment.
- E.** Budgeting and financial forecasting are managed outside Scrum.

Answer: CD

NO.150 Which questions will help organizations to continually re-evaluate for Ability to Innovate (A2I)? Select two answers

- A.** What prevents the organization from delivering new value?
- B.** What prevents customers or users from benefiting from that innovation?
- C.** How fast can the organization learn from new experiments and information?
- D.** How fast can you test new ideas with customers?
- E.** How happy are your investors with the innovation rate?
- F.** How fast can you adapt based on the information?

Answer: AB

NO.151 In Agile Leadership, the traditional leadership responsibilities are delegated to the members of the Scrum Team.

- A.** TRUE
- B.** FALSE

Answer: A

NO.152 Which traditional development practices can make it challenging for an organization to adopt an agile culture?

- A. A culture of specialists.
- B. Imposing technical standards and processes across the organization.
- C. Measuring and recognizing individual performance.
- D. All the answers.
- E. Committing to fixed scope and schedule.
- F. Maximizing utilization of team members.

Answer: D

NO.153 Implementing only parts of EBM is possible

- A. Yes
- B. Yes, but the result is not Evidence-Based Management
- C. No

Answer: B

NO.154 Which KVM is used to measure the total time needed to sketch an idea or improvement, build it, deliver it to users, and learn from their usage?

- A. Learn Time.
- B. Lead Time.
- C. Implementation Time.
- D. Velocity.
- E. Sketch time.
- F. Time to Learn.

Answer: F

NO.155 Scrum is used exclusively to develop software

- A. TRUE
- B. FALSE

Answer: B

NO.156 A partially done Product Backlog item can be presented at the Sprint Review

- A. TRUE
- B. FALSE

Answer: B

NO.157 Everyone inspecting the artifacts has the same basis for adaptation

- A. TRUE
- B. FALSE

Answer: A

NO.158 The Agile Manifesto values more comprehensive documentation over working software.

- A. FALSE
- B. TRUE

Answer: A

NO.159 A product with very high CV and low UV may not have much room for investment.

- A. TRUE
- B. FALSE

Answer: A

NO.160 Which Key Value Area would the following Key Value Measures (KVM) help: Market Share, Customer or User Satisfaction Gap, Desired Customer Experience or satisfaction?

- A. The experiment loop
- B. Unrealized Value
- C. None
- D. Ability to Innovate
- E. Current Value
- F. Time-to-Market

Answer: B

NO.161 Which sentences would you use to describe what a Product is? Select four answers

- A. It is a vehicle to deliver value
- B. It has known stakeholders
- C. It has well-defined users
- D. Software
- E. Efficient
- F. It has a clear boundary

Answer: ABCF

NO.162 Which of the following is a measure of the experience that the customer would like to have ?

- A. Customer or User Satisfaction Gap
- B. Employee Satisfaction
- C. Desired Customer Experience or satisfaction
- D. Time-to-Learn
- E. Customer Usage Index
- F. Customer Satisfaction

Answer: C

NO.163 Developers in the Scrum Team choose how they work in a sprint without following any policy. There are no Scrum restrictions at all.

- A. FALSE
- B. TRUE

Answer: A

NO.164 When multiple Scrum Teams are working on the same product, each of them will have a different Product Backlog

A. TRUE

B. FALSE

Answer: B

NO.165 A member of a Scrum Team is interested in understanding the organization's ability to deliver value. She asks if he can explain what the Time to Market Key Value Area (T2M) can reveal. What would you answer?

A. The average velocity across all Scrum Teams in the organization.

B. The organization's ability to quickly deliver new capabilities, services, or products

C. How quickly the organization can develop Products.

D. The average time required to perform a release.

Answer: B

NO.166 How would you describe Empiricism? Select two answers

A. knowledge comes from experience

B. making decisions based on what is observed

C. Process is predefined

D. Defined

E. making decisions based on predictions

Answer: AB

NO.167 Improving A2I helps an organization improve the frequency at which an organization can potentially change CV.

A. FALSE

B. TRUE

Answer: A

NO.168 How do organizations move from their Current State toward their Next Target Goal?

A. Using the three pillars of empirical process control

B. With the experiment loop

C. With the Development cycle

Answer: B

NO.169 Agile maturity is a result of role maturity.

A. FALSE

B. TRUE

Answer: B

NO.170 What is the commitment for the Sprint Backlog?

A. Product Goal

B. Sprint Goal

C. Definition of Done

D. None

- E. Sprint Vision
- F. Product Vision

Answer: B

NO.171 Which are examples of details that are typically added to Product Backlog items during Product Backlog Refinement?

- A. description, order, and size
- B. description, order, reporter and size
- C. acceptance criteria, order, and size
- D. acceptance criteria, order, assignee, and size
- E. acceptance criteria, order, assignee, and size
- F. none

Answer: A

NO.172 What is Agile?

- A. A set of rules to guide complex product development.
- B. A methodology for developing products.
- C. A methodology for developing software.
- D. A set of values and principles.

Answer: D

NO.173 What are the benefits of the Daily Scrum? Select four answers

- A. improve communications
- B. identify impediments
- C. promote quick decision-making
- D. eliminate the need for other meetings
- E. generates ideas for new meetings
- F. Provides an update to the Product Owner and Stakeholders

Answer: ABCD

NO.174 A Product Owner can work with multiple Scrum Teams

- A. TRUE
- B. FALSE

Answer: A

NO.175 Improving Time to Market helps an organization become more effective in ensuring that the work that it does improves the value that its products or services deliver to customers or users.

- A. TRUE
- B. FALSE

Answer: B

NO.176 You're a Product Owner of a product with multiple stakeholders. During a meeting with them, you observe that the stakeholders are unable to come to an agreement on the target users and

the primary vision of the product.

As a Product Owner, how can you help the stakeholders to agree?

- A.** Work with the stakeholders to write the requirements before forming the Scrum Team.
- B.** Work with the primary stakeholder to create the Product Backlog items and vote.
- C.** Run experiments and gather market insights iteratively and incrementally. Share the results of the experiments with the stakeholders.
- D.** Ask the Developers to start working on the infrastructure and architecture while you define the requirements with the stakeholders.

Answer: C

NO.177 You are a Developer in an Agile organization. During the sprint, you encounter a problem that seems much more difficult than expected.

What would you do?

- A.** As a self-organizing individual, come up with a suitable solution, using your individual expertise and ingenuity.
- B.** Communicate the problem to your team members and ask for their help in solving it
- C.** Just keep working so you don't slow down other team members who are also solving other complex problems.
- D.** Tell the Scrum Master about the problem to decide how to remove the impediment.

Answer: B

NO.178 During a management meeting, a Manager reports that he is having issues getting one of his teams to take ownership of the project. The team always escalates decisions to him and asks him for directions.

What would you advise him to do?

- A.** At Sprint Planning, assign a different person each sprint as the decision-maker to get them all comfortable in the role.
- B.** Meet the team members and work with the team to understand their expectations and impediments to take decisions. Coach them about becoming self-managing.
- C.** Explain to them that they must be self-directed and they must take ownership and decisions.
- D.** Congratulate team members that take decisions and report the lack of participation to the functional managers.

Answer: B

NO.179 What are Immediate Tactical Goals?

- A.** Critical near-term objectives toward which a team or group of teams will work help toward Strategic Goals
- B.** Critical near-term objectives toward which a team or group of teams will work help toward Intermediate Goals
- C.** Is a synonym of Intermediate Goals
- D.** The plan of the team to achieve the Sprint Goal

Answer: B

NO.180 For Product Owners to succeed, the entire organization must respect their decisions.

A. TRUE

B. FALSE

Answer: A

NO.181 Reaching strategic goals requires experimenting, inspecting, and adapting

A. FALSE

B. TRUE

Answer: B

NO.182 Which words would you pick to describe Scrum? Select two answers

A. Simple

B. Incomplete

C. Complete

D. Instructed

E. Prescribed

Answer: AB

NO.183 What are the benefits of having a Cross-functional team? Select all the answers that apply.

A. The Team will have reduced external dependencies.

B. The team will have less dependency on individual members.

C. Team members step outside their comfort zone to do their best.

D. Increases the opportunity of delivering value to the users.

E. Team members will promote knowledge sharing.

Answer: ABCDE

NO.184 SportsTech is a company that has offices and employees around the world. Because they need to build teams with Developers from multiple locations, they cannot implement Scrum as Scrum recommends that all Developers should be co-located.

A. TRUE

B. FALSE

Answer: B

NO.185 In Agile the highest priority is to satisfy the customer. If a customer wants a feature, the Product Owner must ask the Scrum Team to deliver it as fast as possible.

A. TRUE

B. FALSE

Answer: B

NO.186 What are some Key Value Measures (KVMs) defined by EBM? Select all answers that apply

A. Market Share

B. Employee Satisfaction

C. Customer or User Satisfaction Gap

D. Revenue per Employee

- E. None
- F. Product Cost Ratio

Answer: E

NO.187 The Developers of a Scrum Team have been debating for hours on approaches to solving product architecture problems, but they cannot agree on a solution. The team approaches you as the team manager to make the decision.

How would you proceed?

- A. Tell them that the Developers should find an agreement themselves.
- B. Ask the Developers to perform a Spike for each approach and show you the benefits and drawbacks of each approach so you can select one.
- C. Ask the Developers if performing a Spike or experiment for each approach would help to compare the benefits and drawbacks of each approach and select one.
- D. Ask the benefits of each approach and you select the one with the highest technical value.
- E. Tell them to vote and select the most voted approach.

Answer: C

NO.188 The most efficient and effective method of conveying information to and within a Scrum Team team is face-to-face conversation.

- A. FALSE
- B. TRUE

Answer: B

NO.189 Which of the following Key Value Measures (KVMs) would be useful to understand and improve the Time-to-Market? Select three answers

- A. Time to remove Impediment
- B. Time-to-Learn
- C. Change Failure Rate
- D. Customer Satisfaction
- E. Ability to Innovate
- F. Time to Pivot

Answer: A,B,F

NO.190 What would be the effect of Artifacts with low transparency?

- A. better results
- B. Can lead to decisions that diminish the value and increase risk
- C. None
- D. The Scrum Master will be disappointed
- E. Not all artifacts must be transparent

Answer: B

NO.191 A product with a low CV, but very high UV, may have a good market potential and investment can boost CV.

A. TRUE

B. FALSE

Answer: A

NO.192 When is a Goal achieved?

A. When the Product Owner says it was achieved

B. When all the features of the goal are developed

C. When the defined measures indicate that are according to the expectations

D. When the increment is released

E. When the deadline is reached

F. When the experiment is successful

Answer: C

NO.193 When two Scrum Teams are working on the same product, there will be two Product Owners

A. TRUE

B. FALSE

Answer: B

NO.194 Which of the following are tasks of an Agile Leader? Select all answers that apply.

A. Practice transparency through visualization.

B. Create a safe environment for experimentation.

C. Encourage others to be leaders via a safe environment.

D. Encourage experimentation with techniques and processes.

E. Share knowledge through collaboration.

Answer: ABCDE

NO.195 As a Scrum Master, you notice that the Product Owner is not clearly communicating the elements of the Product Backlog to the Developers.

What action would you take?

A. Coach the Product Owner.

B. Take some of the Product Owner's responsibilities and explain the requirements to the Developers.

C. Act as a liaison between the Developers and the Product Owner.

D. Define someone as a Proxy Product Owner.

E. Ask the Developers to copy you on all communication with the Product Owner going forward so you can facilitate.

F. Hire another Product Owner.

Answer: A

NO.196 A company has 16 products and 4 Product Owners.

Which of the following is an acceptable way of forming Scrum Teams? Select two answers.

A. The company must hire 12 Product Owners.

- B.** There should be a Chief Product Owner and one Product Owner for each product.
- C.** There should be one Product Owner for every four Products supported by a Junior Product Owner in each Product.
- D.** There must be a single Product Owner for each product.
- E.** Product Owners are assigned to one or more Products each. The Product Owner may delegate work to others.

Answer: DE

NO.197 The Developers of a Scrum Team complain that the technology and coding techniques they are using are behind the market trends and that they do not see opportunities for personal growth in this project.

Which of the following statements are true about personal development? Select three answers.

- A.** The Scrum Master should work with each Developer to improve their coding techniques.
- B.** The Scrum Master can involve managers who are responsible for the self-development of the Scrum Team member to support them with an appropriate environment for their personal growth.
- C.** The Scrum Team as a whole must encourage everyone's Personal Development.
- D.** HR and Functional managers are responsible for an individual's skill growth.
- E.** Each Developer is responsible for their own self-development.

Answer: BCE

NO.198 A Scrum Team is self-managing, meaning internally decides who does what, when, and how. Therefore, the team has complete freedom to decide how it works.

- A.** TRUE
- B.** FALSE

Answer: B

NO.199 The Teams in your organization are structured in the following way: The Design team, The UX Team, The front-end team, The back-end team, The database team, the QA team. You were hired as Manager to lead the Agile transformation.

What would you consider when moving away from these teams towards feature teams?

- A.** These teams already look like Feature Teams.
- B.** The productivity will improve in the initial stages.
- C.** The productivity will be reduced in the initial stages.
- D.** The Feature teams should have an equal number of team members.

Answer: C

NO.200 You are a manager in an agile organization. Markus is a development leader of a Scrum Team and he doesn't seem very motivated lately, so you asked him to talk in a one-on-one meeting. While talking to Markus, he says that he is disappointed that the team is making decisions without consulting him.

What would you do?

- A.** Ask him if he has discussed the issue with the team, talked with the Scrum Master or raise it as an issue in the Sprint Retrospective.
- B.** Facilitate a meeting with the team members to discuss the problem and explain that their

decisions need Markus' approval.

C. Move him to another team that will respect his opinions.

D. Investigate why the value of respect is broken.

Answer: A

NO.201 Which questions will help organizations to continually re-evaluate for Time-to-Market (T2M)? Select three answers

A. How fast can you adapt based on the information?

B. How fast can you test new ideas with customers?

C. How happy are your employees today with the delivery time?

D. How happy are your investors and other stakeholders today with the delivery time?

E. How fast can the organization learn from new experiments and information?

F. What prevents the organization from delivering new value?

Answer: ABE

NO.202 The Sprint Review is the only time during the Sprint that Stakeholders can meet with the Scrum Team.

A. TRUE

B. FALSE

Answer: B

NO.203 Which of the following KVMs helps gauge employee engagement, energy, and enthusiasm?

A. Change Failure Rate

B. Customer Satisfaction

C. Time-to-Learn

D. Customer Usage Index

E. Employee Satisfaction

F. Ability to Innovate

Answer: E

NO.204 Who should create an environment that supports agility and also helps remove impediments to the delivery of done products?

A. Product Owners

B. Scrum Master

C. Agile Leader

D. Developers

E. Project Managers

Answer: C

NO.205 You are part of a Scrum Team with 10 members located in the same city. The office has many conference rooms, but most of them are designed for 5 people or less. How can this affect your team?

A. Less difficulty to work remotely in the future.

- B. More rooms to book.
- C. More privacy.
- D. More conflict.
- E. More communication challenges.

Answer: E

NO.206 When multiple Scrum Teams are working on the same product but each team work on different modules, they must have a different Product Goal

- A. TRUE
- B. FALSE

Answer: B

NO.207 Nick is the director of product success in a company. Nick needs to know how each product is doing periodically.

What would be the best approach for understanding the current status of the products?

- A. The Product Owners should send him a status report periodically.
- B. Nick should work with every team and share his goals and concerns. He can go through the Product Backlogs and Sprint Backlogs.
- C. The Scrum Masters can send him a weekly product report.
- D. Nick must join the Sprint Retrospectives.
- E. Nick must join all the Sprint Reviews and Sprint Retrospectives.

Answer: B

NO.208 Which of the following sentences are related to Adaptation?

- A. The emergent process and work must be visible to those performing the work as well as those receiving the work.
- B. The Scrum artifacts and the progress toward agreed goals must be inspected frequently and diligently to detect potentially undesirable variances or problems.
- C. If any aspects of a process deviate outside acceptable limits or if the resulting product is unacceptable, the process being applied, or the materials being produced must be adjusted.

Answer: C

NO.209 What is the most difficult to measure?

- A. outputs
- B. inputs
- C. activities
- D. outcomes

Answer: D

NO.210 You are a manager at an organization that develops software for customers. The head of product delivery has asked you to provide a plan and schedule for what will be delivered for the upcoming 2 years.

As a manager, what is the best way to proceed?

- A. Provide a plan based on your current knowledge and ask the Scrum Teams to implement it.
- B. Work with the Product Owners to analyze current goals and delivery capabilities of the teams and create a forecast based on the data to illustrate what might be achievable.
- C. Work with the technical architect and technical leads to estimate the plan using a Gantt chart.
- D. Ask the Developers to estimate the work for that timeframe in Story Points.

Answer: B

NO.211 You are an Agile Leader. A customer calls you to request a change in the product that your company is developing for him. His ideas are clearly outside the scope of the original product plan. What is your course of action?

- A. Since we value Responding to Change more than following a plan, that we welcome changing requirements, and our highest priority is to satisfy the customer, we recommend that the Developers complete the customer's request for the next Sprint.
- B. Apply the Change Request Management Framework
- C. Do nothing.
- D. Facilitate a meeting between the Product Owner of the customer's product and the customer.
- E. Begin negotiations with the customer on adding this scope change to the project. You want to ensure that the value you provide to the customer can be increased so you handle these negotiations yourself. When you are finished, you have delighted the customer with your adaptability.
- F. Ask the Developers for an estimate of the change and negotiate the new product price with the customer due to the increased scope.

Answer: D

NO.212 An Organization will start an ambitious Project with 8 Scrum Teams working on the same product. As a Scrum Master, what would you suggest to make it work? Select two answers.

- A. There is only one Product Backlog for all Teams.
- B. Each Team has its own unique Product Owner.
- C. There is only one Sprint Backlog for all Teams.
- D. There is only one Product Owner across all the teams.

Answer: A,D

NO.213 Delivering more features should improved customer experiences

- A. TRUE
- B. FALSE

Answer: B

NO.214 You are an Agile Leader in your organization. One customer sent you an email complaining about although they request an important feature for the Product, the Product Owner decided that other features are more important for the business. You believe that the Product Owner may not have enough information to make the right decision.

As an Agile Leader, what should you do?

- A. Inform the Product Owner and ask if he would like to get in contact with the customer to understand the problems they have been facing. Make sure he is well informed but you will respect his final decision of including or excluding the missing feature.

- B.** Hire another Product Owner, so that the Scrum Team can have two Product Owners and better serve customer requests.
- C.** Hire a new Product Owner with more empathy with customers.
- D.** Hire more Developers to be able to address all customers' requests and minimize complaints.
- E.** Tell the Product Owner to include the feature as soon as possible.
- F.** Assign a Developer to get the missing feature completed.

Answer: A

NO.215 What is used to move toward goals?

- A.** Hypotheses and experiments
- B.** Try and error
- C.** AB testing
- D.** Continuous improvement
- E.** Continuous movement

Answer: A

NO.216 Which Key Value Area would the following Key Value Measures (KVM) help: Defect Trends, Installed Version Index, Technical Debt, Active Product (Code) Branches?

- A.** None
- B.** Current Value
- C.** The experiment loop
- D.** Unrealized Value
- E.** Time-to-Market
- F.** Ability to Innovate

Answer: F

NO.217 You are a Scrum Master of a Scrum Team. Due to urgent personal issues, the day after Sprint planning, a team member is required to take a few days off and will not be available for the remainder of the Sprint. The team promised to deliver 10 Product Backlog items, however, this is highly unlikely now.

What two actions are the most appropriate?

- A.** Deliver what you can within the sprint.
- B.** Facilitate a meeting between the Product Owner and Developers to renegotiate scope while focusing on the Sprint goal.
- C.** Ask the team member to work from home.
- D.** Become a Developer for this Sprint to help the team.
- E.** Ask the team member to put off their problems for the next Sprint since they have already committed to delivering.
- F.** Ask the remaining team to work longer hours.

Answer: AB

NO.218 What is Unrealized Value?

- A.** The satisfaction gap between a beneficiary's desired outcome and their current experience

- B. The value that the Product Owner failed to maximize
- C. A value that is available but nobody has noticed it
- D. The value that the product delivers today
- E. The potential past value that the organization missed to take advantage of it

Answer: A

NO.219 How would you describe Scrum?

- A. A lightweight framework to generate value through adaptive solutions for complex problems.
- B. A methodology to generate value through adaptive solutions for complex problems.
- C. A framework to generate good solutions for simple problems.
- D. A methodology to create good solutions for simple problems.
- E. A methodology to generate Value

Answer: A

NO.220 Jenny is an Agile Team Leader in your organization that is having issues getting the Developers in the team to take ownership of the development. They always wait for her to make decisions, define their assignments, and directing their work.

What would you advise her to do? Select two answers.

- A. Meet them and work with the team to align everyone's expectations. Coach them if needed.
- B. Reward members who self-organize and punish those who do not participate.
- C. Set an incentive goal bonus to motivate team members to take more responsibility.
- D. Assign a different person each week as the decision maker.
- E. Explain Agile Values and Self-Organizing Principles to them and tell them to work with them from now on.
- F. Make sure the team has a shared and compelling vision and product goals, or help them create and set clear goals.

Answer: AF

NO.221 You are part of a team with an average velocity of 55 points per Sprint. Another team of the same size working on the same Product has an average speed of 105 points per Sprint.

What should your team do?

- A. Do nothing.
- B. Add additional Developers to get more work done.
- C. Check both teams' estimates to see if one team is inflating estimates or if your team is underestimating.
- D. Check if your team is receiving more difficult tasks than the other team.
- E. Work overtime.

Answer: A

NO.222 What is Time-to-Market?

- A. The potential future value that could be realized if the organization met the needs of all potential customers or users
- B. The effectiveness of an organization to deliver new capabilities that might better meet customer

needs

- C. The expected delivery date of a Product Backlog item
- D. The organization's ability to quickly deliver new capabilities, services, or products
- E. The value that the product delivers today
- F. The expected delivery date of the Product

Answer: D

NO.223 The Strategic Goal is usually focused on achieving a highly desirable but unrealized outcome

- A. TRUE
- B. FALSE

Answer: A

NO.224 What is the relation between risk and the value delivered by a Product?

- A. Risk is part of delivering value.
- B. Higher risk will increase the delivery of value.
- C. Less value produces more risk.
- D. Higher risk can reduce the delivery of value.
- E. Risk is factored into value.

Answer: D

NO.225 During the Sprint Retrospective, Developers would like to schedule the Sprint Retrospective for every other Sprint rather than every Sprint. As a Scrum Master, what would you do?

- A. Try to understand why the Scrum Team wants to skip the Sprint Retrospectives and what their expectations are. The Scrum Master should work with the team to improve the results of the Retrospective.
- B. Support the decision made by the Developers.
- C. Raise this as an Impediment.
- D. Tell the Developers that the Sprint Retrospective is mandatory every Sprint.

Answer: B

NO.226 The components of EBM are designed with the flexibility to be adapted or used partially depending on the context of an organization.

- A. FALSE
- B. TRUE

Answer: A

NO.227 Which of the following Key Value Measures (KVMs) would be useful to understand and improve the Unrealized Value? Select three answers

- A. Desired Customer Experience or satisfaction
- B. Release Frequency
- C. Customer Satisfaction
- D. Customer or User Satisfaction Gap
- E. Customer Usage Index

F. Market Share

Answer: ADF

NO.228 Which of the following are the benefits of an Agile Approach? Select four answers.

- A.** Customer Satisfaction.
- B.** Less interaction with Stakeholders is needed.
- C.** More predictability.
- D.** Shorter feedback loops.
- E.** Less complexity.
- F.** Adaptability to the unexpected.

Answer: ACDF

NO.229 Who defines the Sprint Goal?

- A.** The Product Owner
- B.** The Scrum Master
- C.** Developers
- D.** The Scrum Team
- E.** Stakeholders
- F.** Project Manager

Answer: D

NO.230 The Developers of a Scrum Team suggest extending the Sprint for one week as an exception to complete all the Product Backlog items in the Sprint Backlog. They think that if they can't finish all the items before the end of the Sprint, the managers won't be happy.

As a Product Owner, what should you do? Select two answers.

- A.** The Developers must complete all the Product Backlog items in the Sprint Backlog, but they cannot extend the Sprint.
- B.** It's ok to extend the Sprint as an exception but not often.
- C.** Ask the Developers to work overtime or over the weekend to complete all the items.
- D.** Review, simplify or reduce the scope of the Sprint Backlog with the Scrum Team but keeping in mind the Sprint Goal.
- E.** Do not extend the Sprint. Work with the stakeholders and explain the reasons for the delay. Transparency and Openness are important in an empirical Process.

Answer: DE

NO.231 How organizations should determine their next steps to advance toward goals?

- A.** Create a list of deadlines for each goal
- B.** Follow the release plan
- C.** Work hard
- D.** Use the evidence they obtain to evaluate their goals

Answer: D

NO.232 You are the new Product Owner of a banking application. When you attend your first

stakeholder meeting, you meet with people from 10 areas of the Bank who want different changes and many new features. They are not aligned, all areas want their characteristics as soon as possible and have different priorities.

What should you do?

- A.** Delegate the Product Backlog Management and prioritization to the Developers.
- B.** Work with stakeholders to explain the value of their requests to the application and the business as a whole, prioritize based on what you think is best for the Product.
- C.** Work with all stakeholders so that they agree on the order of the Product Backlog according to the value of the items. Start developing in the order they define.
- D.** Ask the Scrum Master to raise this as an impediment.
- E.** Escalate to a manager of all those areas that can make a decision.

Answer: B

NO.233 Keeping team members together in a Scrum Team is a good strategy for increasing utilization rates.

- A.** FALSE
- B.** TRUE

Answer: A

NO.234 Which of the following will most help an Agile Team to focus more?

- A.** Getting the good answers.
- B.** Understanding their tasks.
- C.** Working on many things at the same time to maximize utilization.
- D.** Defining their tasks.
- E.** Measuring their performance.

Answer: B

NO.235 What are the characteristics of the Sprint Goal? Select three answers

- A.** It is a commitment by the Developers
- B.** It provides flexibility in terms of the exact work needed to achieve the Sprint Goal
- C.** Creates coherence and focus
- D.** Allows the team member to work alone
- E.** Reduces the need for daily interaction

Answer: ABC

NO.236 A company adopted Agile 20 years ago. Since then, its teams have learned to master and implement Scrum to perfection. They are high-performance teams with a high level of agile maturity. Because they are so good with Scrum and because of the self-managed nature of Scrum Teams, the company no longer needs managers.

- A.** TRUE
- B.** FALSE

Answer: B

NO.237 Only one increment can be created in a Sprint

- A. TRUE
- B. FALSE

Answer: B

NO.238 You are an Agile Coach. In the middle of the Sprint, the Lead Engineer calls you and informs you that due to a health problem, he will not be available for the rest of the Sprint.

What should you do?

- A. Ask the team how much of the planned work can be done and if necessary, negotiate the scope with the Product Owner.
- B. Ask the team how much of the planned work can be done and extend the Sprint if necessary.
- C. Promote another Developer to Lead Engineer for this Sprint.
- D. Ask Developers to work overtime.
- E. Postpone the release date.
- F. Request a new lead engineer for your team.

Answer: A

NO.239 Delivering more value per Sprint may require higher costs.

- A. TRUE
- B. FALSE

Answer: A

NO.240 What should a team build to test the value of the features and requirements?

- A. Calculate its value before building it
- B. Build the entire feature
- C. Build enough of it to validate critical assumptions. It is also possible to iterate with the experiments loop, building more of it and validating.
- D. Build a financial analysis of the feature

Answer: C

NO.241 Peter is a new Product Owner for a Scrum Team working on a new Product. Peter made a Release plan for 6 months considering a velocity of 35 Story Points per Sprint. After the first 4 Sprints, the observed velocity is only 15 points and the developers tell the Scrum Master that it is impossible to meet the deadlines of such a Release plan.

What can the team do?

- A. Extend the working hours to increase the velocity.
- B. Make transparent to Peter that the projected completion date is not correct. Work with Peter to re-do the Release plan based on the new velocity and validate the release plan with the Developers.
- C. Add more Developers to make increase the velocity to 35 points per Sprint.
- D. Ask the Scrum Master to coach the Developers to estimate better.

Answer: B

NO.242 You are an Agile Leader working with five Scrum Teams. One of the Scrum Team requires a

new working environment to replicate the production environment and help the team perform security and performance testing. The strict company policies allow creating new environments only for actual production purposes and not for any testing. Security and performance testing are needed as part of the Team's Definition of Done before the completed work can be shippable.

How would you manage this situation? Select two possible answers.

- A.** Extend the Sprint to focus on security and performance testing.
- B.** Work with the Scrum Team to see how they can do the testing in their existing development environment. They should try to replicate the production environment as much as possible.
- C.** Remove security and performance testing from the Definition of Done.
- D.** Ask the Scrum Team to come up with alternate solutions to resolve this issue themselves. You will support them as needed.
- E.** Support the needs of the team. Work with the senior management to get the environment approved.

Answer: BD

NO.243 What is the commitment for the Increment?

- A.** Product Goal
- B.** Sprint Goal
- C.** Definition of Done
- D.** Definition of Ready
- E.** None of the answers
- F.** Product Quality standards

Answer: C

NO.244 Measures usually fall into activities, outputs, and outcomes

- A.** FALSE
- B.** TRUE

Answer: B

NO.245 Which of the following statement is true about Agile?

- A.** A good Agile Leader always gets all the work done on time.
- B.** If an Agile Project is not predictable, it's because it was not planned well.
- C.** Agile Projects have a certain level of unpredictability. Agile Teams accept that unexpected things can occur, they learn and adapt.
- D.** Agile Leaders understand the value of the Product more than anyone else.

Answer: C

NO.246 You are a manager at an organization that develops and provides products and services for customers. The Scrum Master and the Developers have come to you asking for advice concerning the lack of availability of their team's Product Owner. Due to organizational limitations, the Product Owner has other responsibilities outside of the Scrum Team and cannot dedicate all of his time to the team. The Product Owner is the subject matter expert of the product that the Scrum Team is building and replacing or duplicating his knowledge is very difficult. The Scrum Master has discussed this issue with the Product Owner but the team is still struggling to meet their goals without more guidance

from the Product Owner.

As a manager, what is the best way for you to help the Scrum Master?

- A.** Offer to work with him, the Product Owner, and his manager, to find a way to ensure that the Product Owner's availability is high enough for the Scrum Team to continuously deliver value.
- B.** Add additional team members such as a Business Analyst or Proxy PO to assist the Product Owner and support the team when the Product Owner is not available.
- C.** Work with the resource manager to hire a full-time Product Owner.
- D.** Suggest allowing the Developers to make the decisions based on what they think is best and ensure that the decisions are documented.

Answer: A

NO.247 Reaching strategic goals requires achieving many intermediate goals on the way

- A.** FALSE
- B.** TRUE

Answer: B

NO.248 Which of the following can the Scrum Master do to ensure communication between the Product Owner and the Developers?

- A.** Ask the Developers to copy the Scrum Master on all important emails or tickets.
- B.** Coach the Product Owner with technical terminology to be able to speak with Developers.
- C.** Facilitate discussions as needed and during meetings.
- D.** Coach the Developers and the Product Owner to do all communication with each other through the Scrum Master.
- E.** Ask the Developers to copy the Product Owner on all the emails or tickets about development.

Answer: C

NO.249 If Customer Satisfaction is used to measure the Current Value, when should it be measured?

- A.** At least Every Sprint Review.
- B.** Every Release.
- C.** When new issues arrive.
- D.** Every Month.
- E.** Frequently.
- F.** Every Day.

Answer: E

NO.250 If multiple Scrum Teams are working together on a product, they must mutually define and comply with the same Definition of Done

- A.** TRUE
- B.** FALSE

Answer: A

NO.251 Which questions will help organizations to continually re-evaluate for unrealized value?
Select three answers

- A. Is it worth the effort and risk to pursue these untapped opportunities?
- B. Can any additional value be created by our organization in this market or other markets?
- C. How happy are your investors and other stakeholders today?

Answer: AB

NO.252 Developers may meet more than once throughout the day for detailed discussions about adapting or re-planning the rest of the Sprint's work.

- A. TRUE
- B. FALSE

Answer: A

NO.253 Which of the following shows you that a Scrum Team's implementation of Scrum looks good?

- A. The Scrum Team is meeting the Sprint Goals.
- B. The Scrum Team is increasing its velocity.
- C. They can release every Sprint.
- D. The Scrum Team members are so committed that they work over the weekends.
- E. The team is working according to the Project plan.

Answer: A

NO.254 Today is the last day of the Sprint and a Sprint Backlog item has not been started. Who is responsible for completing all the items that were estimated for the Sprint?

- A. No one is responsible. The Sprint Backlog is just a forecast.
- B. Developers.
- C. The Developer assigned to the incomplete Sprint Backlog item is responsible.
- D. The Scrum Team.
- E. The Product Owner.

Answer: A

NO.255 The Scrum Master is coaching the Developers on certain topics that they are accountable for.

Which topics could these be? Select two answers

- A. Creating a plan for the Sprint
- B. Adhere to a Definition of Done
- C. Organize the Product Backlog
- D. Communicating the Product Goal
- E. Providing a report of the Daily Meeting

Answer: AB

NO.256 The Definition of Done of a Scrum Team requires updating the user's manual document with the new functionality as a reference for thousands of users and support technicians. The team's writer will be on vacation during the next Sprint.

What should the team do?

- A. The Product Owner can update the user's manual.
- B. Developers should update the documentation as described in the Definition of Done.
- C. The Scrum Master should update the documentation.
- D. The Scrum Team can make the Definition of Done less rigorous for a Sprint to avoid this step until the writer returns.
- E. Wait for the writer to complete the items to release.

Answer: B

NO.257 Only the Developers are accountable for creating a valuable, useful Increment every Sprint.

- A. TRUE
- B. FALSE

Answer: B

NO.258 What is the Product Owner accountable for? Select two answers

- A. Maximizing the value
- B. Effective Product Backlog management
- C. Organizing the work of the Scrum Team
- D. Maximizing the productivity of the Scrum Team.
- E. Developing and explicitly communicating the Product Roadmap

Answer: AB

NO.259 You work in a company as a Director of Product Delivery. A Scrum Team request to meet you because they need four more Developers. They think the workload is too high and they were working overtime to meet the Sprint Goals and deadlines. The need for additional Developers seems reasonable. As a part of Product Delivery, What you should do?

- A. Support the Scrum Team with appropriate resources within the budgetary boundaries. You should allow them to hire additional Developers.
- B. You should interview candidates and select Developers for the team.
- C. Ask the technical recruiter to hire additional team members.
- D. Let the Scrum Team interview the candidates but you take the final hiring decision.
- E. The team is self-managing and must learn to manage existing resources efficiently.
- F. Hire external Developers.

Answer: A

NO.260 What is discussed during the Sprint Retrospective? Select three answers

- A. what problems were encountered
- B. what went well during the Sprint
- C. How the problems were or not solved
- D. What will go well during the next Sprint
- E. Who did not perform well
- F. Which Product Backlog Items should be included in the next Sprint

Answer: ABC

NO.261 You are a manager in an Agile organization. You need a way to measure how much business value each Scrum Team is producing.

How do you go about measuring the value produced by each team?

- A.** Consult with the Scrum Master of each Scrum Team.
- B.** The velocity of each team across time would show how much value they produced and will produce in the future.
- C.** Consult with the Product Owner of the teams. They work with the most with the Developers.
- D.** Consult with the Product Owner of the teams. The Product Owners are responsible for maximizing the value of the Product. The increment produced each sprint is a good reflection of the value produced as well.

Answer: D

NO.262 You are a manager in an Agile organization. You were requested to measure how much business value each Scrum Team is producing to manage stakeholder expectations.

How do you determine the value produced by each team?

- A.** The Scrum Masters are best suited to help provide you with the information you seek.
- B.** Ask the Scrum Teams to measure velocity. A high velocity indicates a high value.
- C.** Consult with the Product Owners of the teams. They are responsible for managing the members on the Scrum Team, they can bring the information you seek.
- D.** The Product Owners of the Teams are best suited to help provide you with the information you seek.

Answer: D

NO.263 If the Scrum Master accepts the responsibility of ordering the Product Backlog, who is accountable for the results?

- A.** The Product Owner
- B.** The Key Stakeholders
- C.** The Scrum Master
- D.** The Developers
- E.** The Scrum Team
- F.** The Scrum Master cannot order the Product Backlog and cannot accept that responsibility

Answer: A

NO.264 In Agile, responding to change is preferable to following a plan.

- A.** FALSE
- B.** TRUE

Answer: B

NO.265 Which Key Value Area would the following Key Value Measures (KVM) help: Build and Integration Frequency, Release Frequency Mean Time to Repair, Lead Time, Time to Pivot?

- A.** Unrealized Value
- B.** Ability to Innovate
- C.** Time-to-Market

- D. The experiment loop
- E. None
- F. Current Value

Answer: C

NO.266 Which of the following options will you choose to help with the communication of a distributed Agile Team?

- A. Schedule initial face-to-face meetings for everyone to meet each other.
- B. Establish a common language for all communications.
- C. Kindly ask the team members if they can share photos of themselves and upload a profile picture to their accounts.
- D. Define common working hours.

Answer: A

NO.267 Which of the following KVMs helps gauge customer engagement and happiness with the product?

- A. Time-to-Learn
- B. Customer Satisfaction
- C. Customer or User Satisfaction Gap
- D. Ability to Innovate
- E. Employee Satisfaction
- F. Customer Usage Index

Answer: B

NO.268 Where may you add the most impactful improvements of the retrospective?

- A. To the Product Backlog
- B. To the Sprint Backlog for the next Sprint
- C. to the Release backlog
- D. to the Impediments backlog
- E. to the task board
- F. to the Scrum board

Answer: B

NO.269 At the end of the 10th Sprint, the Stakeholders are not happy about the progress of the Scrum Team. They are upset that this will incur higher costs.

What factors may have caused this? Select three answers.

- A. The Scrum Master did not monitor or manage the progress of the Developers.
- B. The Scrum Master must not have ensured that the artifacts are transparent.
- C. The Scrum Team allowed many changes instead of following a plan.
- D. The Product Owner must have not made the stakeholders aware of project progress.
- E. The Scrum Master must have not sent the burndown charts and progress reports to the Stakeholders.
- F. The Stakeholders may not have been attending the Sprint Reviews.

Answer: BDF

NO.270 A new Developer who is used to working with waterfall joined the team and asked what are the differences between Scrum and waterfall.

What would you answer?

- A. Scrum is self-managing instead of control and command.
- B. Scrum is iterative instead of sequential, it organizes work in smaller steps.
- C. Scrum is concentrated on gathering continuous feedback instead of gathering in stages.
- D. Scrum is empirical instead of predictive. The decisions are taken based on experience and observation.
- E. Scrum focuses on value and variable scope rather than a deadline with a fixed scope.
- F. All of the answers.

Answer: F

NO.271 A Scrum Team is building software for a robot vacuum cleaner. At the end of the 20th Sprint, some of the investors complain about the velocity of the Scrum Team. At this point, they expected many more features done from the Product Backlog, and now the team will require additional Sprints and more budget than originally forecasted in the Project roadmap.

What factors may have caused this? Select two answers.

- A. The Scrum Team allowed many changes instead of following a plan.
- B. The Product Owner has not engaged with sponsors often enough, has not communicated decisions to maximize value, and has not been aware of overall project progress.
- C. The investors have not been attending the Daily Scrum effectively to track the Scrum Team's progress.
- D. The Investors haven't been attending the Sprint Reviews to actively engage and inspect and evaluate progress.
- E. The team failed to commit to the project plan and deadlines.
- F. The change request process might not have been followed properly.

Answer: BD

NO.272 A company needs to form four Scrum Teams. Team members should be spread across the teams to maintain high utilization of resources, be able to respond quickly, and remain productive when impediments occur.

- A. TRUE
- B. FALSE

Answer: B

NO.273 What is the experiments loop?

- A. Release, A/B testing, Inspect, Adapt
- B. Experiment, Measure, Evaluate, Inspect, Adapt
- C. Plan, do, check, act
- D. Define Hypothesis, Experiment & Measure, Inspect, Adapt
- E. Release, Inspect, Adapt

Answer: D

NO.274 Who is the Sprint Backlog made for?

- A. The Product Owner
- B. The Scrum Master
- C. Developers
- D. The Scrum Team
- E. Stakeholders
- F. Project Manager

Answer: C

NO.275 You are an Agile Leader managing a few Scrum Teams and responsible for the success of their products. A sales executive needs a specific feature to be added to the product to sign a deal with one of her customers, but the Product Owner (who reports to you) analyzed the request and believes that there are more valuable items on the Product Backlog that will lead to more long-term value to the business. Disappointed, the sales executive comes to you asking you to intervene. As the manager of the Product Owner, what would you do?

- A. Let the Product Owner understand that the scope of the Product is negotiable, feedback is essential and he must welcome changes in requirements even late in development.
- B. Support the Product Owners decision.
- C. Ask the Product Owner to implement the feature to sign the deal.
- D. As a manager, ask directly the Developers to implement the feature.

Answer: B

NO.276 What things can impede an organization from being innovative? Select four answers

- A. Avoiding technical debt
- B. Lack of ability to inspire the team members
- C. Spending too much time remedying poor product quality
- D. Centralized decision-making
- E. Maintain multiple variations of a product
- F. Decentralized decision-making

Answer: BCDE

NO.277 You are a manager of an area at an Agile organization. A team member of one of your teams comes to you with questions regarding some of his work.

How should you handle this situation?

- A. Tell the employee to consult with someone else from the team.
- B. Answer the questions that make sense from your position and work with the employee to find the answers to their questions from the Product Owner, Developers, Scrum Master, or anyone else.
- C. Tell the employee to read the job description of his position.
- D. It is not the manager's responsibility to address questions about the work of self-organizing teams.
- E. Let the employee know that you expect them to be self-managing and it is the employee's

responsibility to find the answers themselves.

Answer: B

NO.278 You are a Scrum Master and you assess that recent market changes make the product your team is working on is no longer viable.

What should you do?

- A.** Change the Product Owner.
- B.** Cancel the project.
- C.** Share the information with the Product Owner and ask for their opinion on viability.
- D.** Work with the team member to assign them to new projects.
- E.** Tell the Product Owner how to re-prioritize backlog to fit market trends.

Answer: C

NO.279 You are an Agile Leader of an organization. A Scrum Master has asked you for advice because the Product Owner does not have enough availability for the Scrum Team. The Product Owner has other responsibilities outside of the Scrum Team and cannot fulfill the accountabilities properly. The Scrum Master has discussed this issue with the Product Owner, but the team is still struggling to achieve its goals without guidance from the Product Owner.

As a manager, what would you do to help the Scrum Master?

- A.** Replace the Product Owner with someone more available.
- B.** Hire another Product Owner to distribute the responsibilities between two Product Owners.
- C.** Add a Project Managers or Business Analyst to the Scrum Team to cover some of the Product Owners responsibilities.
- D.** Ask the Developers to take over the Product Owners Job.
- E.** Talk to the Product Owner to understand his current goals and assignments and work with him on how he can have high availability for the Scrum Team.

Answer: E

NO.280 What is the goal of looking at the Ability to Innovate?

- A.** Understand the skills of the team members to innovate
- B.** Maximize the organization's ability to deliver new capabilities
- C.** Create innovation teams
- D.** Understand how often to run a hackathon

Answer: B

NO.281 An increment can only be delivered after the Sprint Review

- A.** TRUE
- B.** FALSE

Answer: B

NO.282 When is the Product Backlog refined?

- A.** During the Sprint
- B.** During the Product Backlog Refinement event

- C. During the Daily Meeting
- D. During the Sprint Planning
- E. During the Sprint Review

Answer: A

NO.283 Which of the following is a measure of the number of releases per time period?

- A. Release Stabilization Period
- B. Build and Integration Frequency
- C. Customer Cycle Time
- D. Lead Time for Changes
- E. Mean Time to Repair
- F. Release Frequency

Answer: F

NO.284 An Organization will start an ambitious Project with 8 Scrum Teams working on the same product. As a Scrum Master, what would you suggest to make it work? Select two answers.

- A. There is only one Product Owner across all the teams.
- B. There is only one Product Backlog for all Teams.
- C. There is only one Sprint Backlog for all Teams.
- D. Each Team has its own unique Product Owner.

Answer: AB

NO.285 How organizations enable themselves to better understand where they are and where they need to go? Select four answers

- A. Being aware of their effectiveness to innovate
- B. Knowing the current value
- C. Knowing how fast they can respond to change
- D. Knowing the potential value that could be achieved
- E. Having a detailed plan
- F. With Goal GPS Framework

Answer: ABCD

NO.286 What are the characteristics of the Scrum Team? Select three answers

- A. Divided into sub-teams
- B. Hierarchical
- C. cross-functional
- D. self-managing
- E. self-contained
- F. cohesive

Answer: CDF

NO.287 Which of the following best describes the responsibilities of the product owner?

- A. Updating and managing the stakeholders.

- B. Optimizing the value of the items that the Developers deliver.
- C. Managing the project and ensuring to satisfy all the requests made by the stakeholders.
- D. Managing the Developers.
- E. Improving Developers' effectiveness

Answer: B

NO.288 In which event is the progress to the Product Goal discussed?

- A. Daily Scrum
- B. Sprint Planning
- C. Sprint Retrospective
- D. Sprint Review
- E. Release Planning
- F. Product Backlog Refinement

Answer: D

NO.289 Who selects the structure and techniques used for the Daily Scrum?

- A. The Product Owner
- B. The Scrum Master
- C. Developers
- D. The Scrum Team
- E. Stakeholders
- F. Agile Coach

Answer: C

NO.290 What is the timebox of the Sprint Retrospective?

- A. 3 hours for a one-month Sprint
- B. 8 hours for a one-month Sprint
- C. 4 hours for a one-month Sprint
- D. 2 hours
- E. 6 hours

Answer: A

NO.291 What is the typical size of a Scrum Team?

- A. 10 or fewer
- B. less than 10
- C. 11 or fewer
- D. 3 to 9 people
- E. 5 to 11 people

Answer: A

NO.292 Which of the following may increase the effectiveness of a Scrum Team?

- A. Having teams consisting of cross-functional individuals who can work in any function and any task needed.

- B. Having dedicated team members focused on the work of a single product at a time.
- C. Having teams consisting of specialists that are experts in their function.
- D. Share different initiatives across multiple teams so that individual members can work on other products when they have no active tasks to do in their current team.

Answer: B

NO.293 Which kind of environment must the Scrum Master foster? Select three answers

- A. The Scrum Team turns a selection of the work into an Increment of value during a Sprint
- B. A Product Owner orders the work for a complex problem into a Product Backlog
- C. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint
- D. The Scrum Team and its stakeholders plan the work for the next Sprint
- E. A Product Owner organize the work for a complex problem into a Sprint Backlog
- F. The Scrum Team turns an increment of value into a working environment during a Sprint

Answer: ABC

NO.294 Which Key Value Area would the following Key Value Measures (KVM) help: Revenue per Employee, Product Cost Ratio, Employee Satisfaction, Customer Satisfaction, Customer Usage Index?

- A. Time-to-Market
- B. Unrealized Value
- C. Ability to Innovate
- D. Current Value
- E. None
- F. The experiment loop

Answer: D

NO.295 Which concepts apply to Scrum? Select two answers

- A. Lightweight
- B. Framework
- C. Methodology
- D. Best Practices
- E. Work faster
- F. Complex process

Answer: AB

NO.296 Mario is a very proactive Product Owner and cares a lot about the Scrum Team. He writes the requirements, tests the product himself once development is complete, and validates that it conforms to the Definition of Done. Mario tells the team how much work they will need to be able to complete in the next iteration based on his vision, experience, and skills.

What would you say about Mario?

- A. None of the answers.
- B. He is taking over the Scrum Master's responsibilities.
- C. The team should be happy about his proactive attitude.
- D. He is overstepping his role.

E. The Scrum Team should claim more responsibility for planning in their next retrospective.

Answer: D

NO.297 What is an experiment?

- A. A test for a feature that provides value
- B. A test to measure the value of something
- C. A test that is designed to prove or reject something
- D. A proposed explanation for some observation that has not yet been proven
- E. A proven explanation that needs to be implemented

Answer: C

NO.298 Who forecasts how much can be completed within a Sprint?

- A. The Product Owner
- B. The Scrum Master
- C. Developers
- D. The Scrum Team
- E. Stakeholders
- F. Project Manager

Answer: C

NO.299 In order to reward high performing teams with a bonus, an organization's head of delivery has asked managers to compare Scrum Teams to identify the best Agile Teams.

Which of the following statements is true?

- A. Compare teams by measuring their defect trends, innovation rate, technical debt and velocity.
- B. Comparing performance between teams results is not a healthy practice.
- C. Standardize the meaning of story points across teams to compare their performance based on completed story points.
- D. The Teams with the highest velocity are performing better.

Answer: B

NO.300 The Product Backlog items added to the Sprint Backlog to meet the Sprint Goal cannot be changed during the Sprint

- A. TRUE
- B. FALSE

Answer: B

NO.301 Which topics for this Sprint are addressed during the Sprint Planning? Select all answers that apply

- A. What can be done?
- B. How will the chosen work get done?
- C. Why is this Sprint valuable?
- D. What is the Velocity of this Sprint?
- E. Which process improvements can be done?

F. What is the Project Goal?

Answer: ABC

NO.302 Which actions could help to improve the Time-to-Market? Select two answers Increasing the number of features in a product release

- A.** Removing non value-added activities from the product development and delivery process(Correct)
- B.** Working overtime
- C.** Longer Sprints
- D.** Reducing the number of features in a product release(Correct)

Answer: AD

NO.303 How does a Scrum Team produce value?

- A.** By providing value reports that can be compared to the value of other Scrum Teams.
- B.** By finishing all the items of the Sprint Backlog at the end of the Sprint.
- C.** By consistently achieving the Sprint Goals and delivering increments at the end of each sprint.
- D.** By delivering increments with low technical debt.

Answer: C

NO.304 You are a Scrum Master for a Scrum Team. Two Developers have very different and strong arguments on how to create a user story according to the Acceptance criteria. All the Developers helped clarify points of view, but they still have questions and differences that they cannot resolve. As a Scrum Master, what is your role in answering the team's questions?

- A.** You should coach the team to make the best guess to build the User Story.
- B.** You should facilitate a meeting between the Product Owner and the Developers so that the Product Owner can help clarify the requirements for the User Story.
- C.** The Scrum Team is self-managing and therefore they should look for more options to resolve the conflict.
- D.** You should involve stakeholders to explain the user story and indicate their preferences for the solution.

Answer: B