

PMP 敏捷试题 50 道

1.A product owner believes a user story is essential for an iteration, but a team subjectmatter expert (SME) disagrees. This conflict is affecting team morale. What should the agil ecoach do?

A. Address the subject in the retrospecti ve and ask the team to determine if the userstory should be kept or modified.

B. Ask the product owner for i nput but explain that the SME will make the fi naldeci si on.

C. Meet individually with the SME and the product owner to mitigate the disagreement.D. Ask the SME for input but explain that the product owner is responsible for definingbacklog priorities.

1.产品负责人认为某个用户故事对于迭代至关重要，但是一名团队的主题专家 (SME)却不同意，该冲突影响到团队士气。敏捷教练应该怎么做？

A.在回顾会议中陈述该问题，并要求团队确定用户故事是否应该保留或修改。

B.询问产品负责人的意见，但解释说该主题专家将做出最终决定。C.与该主题专家和产品负责人单独开会，以减轻分歧。

D.询问该主题专家的意见，但解释说产品负责人负责定义待办列表优先级。

2. An agile team, working on a product release one year into the future, has planned outall iterations in detail. What type of planning should have been done first?

A . Incremental

B. Adaptive

C. Release

D. Iterative

2.一个敏捷团队正在为未来一年后发布的产品工作，已经详细规划了所有迭代。

应该首先进行什么类型的规划？

A.增量

B.适应

C.发布

D.迭代

3.A team, new to agile practices and the project domain. Is using the scrum framework.However, the team feels that scrum ceremonies fail to add value. As a result, they decide touse the official review meeting as a knowledge-sharing platform for technical issues.What should the agile team lead do?

A. Explain that the scrum framework uses an inspect and adapt approach, and organizescrum training for the team.

B. Allow the team to use its preferred approach, and inform relevant stakeholders.

C. Replace the product owner wi th one who can better communicate the scrum framework and their domain knowledge.

D. Replace team members with developers knowledgeable about the project domain.

3.一个没有敏捷实践和项目领域经验的团队，正在使用 scrum 框架。然而，团队

认为 scrum 仪式不能带来价值。因此，他们决定使用官方评审会议作为技术问题的知识共享平台。敏捷团队领导应该怎么做？

A.解释 scrum 框架使用的是一种检查和适应的方式，并为团队组织 scrum 培训。

B.允许团队使用其首选方法，并通知相关干系人。

C.将产品负责人替换为可以更好

D.将团队成员替换为拥有项目领域相关知识的开发人员。 "

1. 参考答案 D。用户故事优先级的排序由产品负责人最终决定，可以与专家进行沟通，充分了解专家的意见，同时明确故事优先级的最终负责人。

2. 参考答案 C。为期一年的项目应该采取渐进明细的规划方法，先规划总体发布计划，再规划近期的迭代计划。

3.参考答案 A。Scrum 仪式为团队提供了检查和适应的平台，是 Scrum 中非常重要的活动。敏捷团队领导应该贯彻这样的做法，B 的问题在于团队自组织是在基本敏捷框架下进行的

4.A product owner, working on a project to automate the processing of special claims, relies on a subject matter expert (SME) to explain the expected behavior of these claims. The SME is inexperienced with agile projects and documents the full life cycle of such claims upfront. However, the product owner prefers to obtain feedback after every review to ensure that the special claims interfaces are as consistent as possible with other claims interfaces. What should the product owner do?

A. Use expert judgment to make decisions on behalf of the SME. B. Invite the SME to the review meeting and demonstrate the benefits gained from attending this meeting.

C. Have the developers use the SME's full life cycle document as a reference.

D. Allow the SME to interact directly with the developers to reduce overhead.

4.一名产品负责人正在为一个自动处理特殊索赔的项目工作，依靠主题专家(SME)来解释这些索赔的预期行为。该主题专家缺乏敏捷项目的经验，提前将此类索赔的全部生命周期记录在案。但是，产品负责人更喜欢在每次审查后获得反馈，以确保特殊索赔接口与其它索赔的接口尽可能保持一致，产品负责人应该怎么做？

A.使用专家判断替代该主题专家做决定。

B.邀请该主题专家参加评审会议，并表明参加会议将获得的好处。C.让开发人员使用该主题专家的全部生命周期文件作为参考。

D.让该主题专家直接与开发人员互动，以减少管理费。

5. Due to lengthy technical explanations for implemented features, the last two demos took longer than scheduled. What should the agile practitioner do?

A. Remind the team and the stakeholders that two hours is the maximum length for a review meeting.

B. Shorten regular iteration durations, have more frequent review meetings, and discuss less new functionality per meeting.

C. Coach the product owner and team to time box future review meetings, and remind them of their purpose

D. Organize refreshments for the next review meeting, and plan to have an intermediate break.

5.由于对已实施特性的技术说明时间较长，最后两个演示花费的时间比计划长。

敏捷管理专业人士应该怎么做？

A.提醒团队项目关系人评审会议的最长时间为两小时。

B.缩短定期迭代持续时间，更频繁地召开评审会议，并且在每次会议较少讨论新功能。

C.教导产品负责人和团队确定未来评审会议的时间盒，并提醒他们会议的目的。

D.组织下一次评审会议的茶歇，并计划中间休息时间。

5.参考答案 B。该主题专家在项目中的角色为客户，负责解释需求，产品负责人应定期邀请该专家参加评审会议，基于反馈增量式地开发产品。

5.参考答案 C。本题考察知识点为时间盒的概念。敏捷迭代周期，敏捷会议都需要遵循时间

盒的限制，在特定时间内结束相关活动。

6. Trend analysis shows that velocity is significantly lower than predicted and the release will be completed a month behind schedule. The team recommends changing the end date to reflect this. What should the agile practitioner do?

- A. Announce that the team has not exceeded the predicted velocity, but that the end date will remain the same.
- B. Ask the scrum master to reduce additional features in the product backlog, then replan subsequent iterations.
- C. Meet with the business owner to determine whether to reduce scope or add time.
- D. Ask the team to increase velocity to meet contractual obligations, and document this decision.

6.趋势分析显示，速度显著低于预期，版本完成日期将落后于进度计划一个月。团队建议更改结束日期以反映这一点。敏捷管理专业人士应该怎么做？

- A.宣布团队没有超过预测速度，但结束日期将保持不变
- B.要求 scrum 主管减少产品待办事项中的额外特性，然后重新计划后续迭代。
- C.与业务负责人联系以确定是减少范围还是增加时间。
- D.要求团队提高速度以满足合同中的义务，并记录此决定。

7. What can an agile coach do to ensure that individuals and teams feel free to express themselves, and that confidentiality will be maintained?

- A. Meet with the team to explain their rights.
- B. Create a safe environment.
- C. Start a coaching conversation.
- D. Establish regular team building activities.

7.敏捷教练可以怎么做来确保个人和团队能够自由表达自己，同时又保持机密性？

- A.与团队开会，解释他们的权利。
- B.创建一个安全的环境。
- C.开始一次教练谈话。
- D.安排定期的团队建设活动。

8. While working on a user story in a sprint, a team member comes up with an idea for adjusting an organizational process in order to maximize value delivery. What is the best time to propose this idea to the team?

- A. During the next sprint planning session
- B. During the next daily scrum
- C. During the project status meeting
- D. During the sprint retrospective

8.在处理一个 sprint 的用户故事时，团队成员提出了调整组织过程实现价值交付最大化的想法。向团队提出这个想法的最佳时机是什么？

- A.在下一次 sprint 规划会议上
- B.在下一次每日 scrum 期间
- C.在项目状态会上
- D.在 sprint 回顾会议上

6. 参考答案 C。只有产品负责人有权决定项目范围的变更。

7. 参考答案 B。为团队创造安全感是敏捷教练的一项关键职责。有了安全感，团队才会自由地表达观点，成为自组织团队。

8. 参考答案 D。回顾会议是改进团队做事方式的会议。"

9. A product owner has limited time to spend on the project and is unable to validate completed work. The agile team lead still needs to ensure that requirements are met. What should the agile team lead do?

A. Ensure the product owner's commitment to the project by meeting with them directly.

B. Confront the product owner at the next stand up meeting.

C. Distribute a memo on agile principles to the product owner and supervisor.

D. Escalate the issue and request a new product owner.

9. 产品负责人在项目上花费的时间有限，无法核实已完成的工作。但敏捷团队领导仍需要确保所有需求均得到满足。敏捷团队领导应该怎么做？

A. 确保产品负责人通过直接与他们开会参与项目。

B. 在下次站会中与产品负责人当面对质。

C. 将符合敏捷原则的备忘录分发给产品负责人和主管。

D. 将问题上报并请求一名新的产品负责人。

9. 参考答案 A。产品负责人与团队的频繁沟通，在一起工作对于项目工作至关重要，应该确保产品负责人及时参与项目活动中。

10. An agile practitioner is working with a high-performing, cross-functional agile team whose members are dynamic and focused, and reliably deliver value. After the first major release, team members begin to lose interest, which affects team performance and the project. What should the agile practitioner do?

A. Advise management to modify the recognition and rewards system to offer better compensation.

B. Sponsor an off-site team building exercise to refresh and re-energize the team.

C. Meet with team members to realign the project with team goals.

D. Allow sufficient time between releases for team members to prioritize personal goals.

10. 一名敏捷管理专业人士正在与高绩效、跨职能的敏捷团队合作，其成员充满活力和专注力，能可靠地提供价值。在第一次重大发布后，团队成员开始失去兴趣，影响团队绩效和项目。敏捷管理专业人士应该怎么做？

A. 建议管理层修改认可与奖励制度，提供更好的补偿。

B. 发起一项场外团队建设活动，让团队恢复活力并重新激励团队。

C. 与团队成员开会，重新调整项目的团队目标。

D. 在两次发布之间让团队成员之间留出足够的时间来优先考虑个人目标。

10. 参考答案 B。在完成一次里程碑后，应该组织一次团队建设活动，以良好地收尾上一个阶段工作，开启下一阶段工作。

11. An agile team delivers 20 points every iteration. Management asks the team to improve its productivity and deliver more points. What should the agile team do?

A. Ensure that management understands agile practices.

B. Work overtime to meet the request.

C. Deliver more points by finding efficiencies.

D. Increase estimates without doing additional work.

11.敏捷团队在每次迭代都交付 20 个故事点。管理层要求团队提高生产力,交付更多故事点。敏捷团队应该怎么做?

A.确保管理层理解敏捷实践。

B.加班工作满足该请求。

C.提高效率以交付更多故事点。

D.在不进行额外工作的情况下,增加估算。

12. A company wants to move away from traditional practices to agile practices. What should an agile coach recommend to the company first?

A. Assess the organization for possible transformation success factors.

B. Consider cultural diversity as an asset to derive value.

C. Promote continuous improvements, globally diverse teams, and lean startup practices.

D. Change organizational structure, continuously adjust leadership roles, and adapt to market conditions.

12.一家公司希望从传统实践转向敏捷实践。敏捷教练首先应向公司提供什么建议?

A.评估组织可能的转型成功因素。

B.将文化多样性视为产生价值的资产。

C.倡导持续改进、全球多样化团队和精益启动实践。

D.改变组织结构,不断调整领导角色,适应市场条件。

13. A web developer is struggling to satisfy a product owners requirements. How can a daily stand up help the developer?

A. The agile practitioner can provide direction to the web developer.

B. The web developer can discuss possible solutions with the team.

C. The web developer can raise the issue with the team to create visibility

D. The meeting can be used to discuss whether the requirement is a priority

13.网络开发人员正在竭力满足产品负责人的要求。每日站会将如何帮助开发人员?

A.敏捷管理专业人士可以为网络开发人员提供指导。

B.网络开发人员可以与团队讨论可能的解决方案。

C.网络开发人员可以向团队提出问题,以创建可视化。

D.会议可用于讨论该需求是否属于优先事项。

11. 参考答案 A。工作量的估算应该由开发团队承担主要责任,而不是管理层指定工作效率。

12. 参考答案 A。敏捷转型从组织的现状出发,了解转型的驱动因素,如尽早交付客户,从关键驱动因素入手有助于转型的推进,B 文化多样性在题干中并没有体现,C 和 D 直接改变现有做法和组织结构可能会引起反弹。

13. 参考答案 C。每日站会主要目的是让团队成员彼此了解项目状况,也就是提高项目的透明度和可见度,而不是解决问题。

14. A product owner requests that, due to their unavailability, a sprint review meeting be rescheduled. What should the scrum master do?

- A. Hold the meeting as planned since the sprint review must not be postponed.
- B. Reschedule the meeting so that the product owner can attend and provide feedback.
- C. Invite an available product owner from a different product group to attend.
- D. Ask the project sponsor to attend in lieu of the product owner.

14. 由于没有空参加，产品负责人请求重新安排 sprint 评审会议。scrum 主管应该怎么做？

- A. 由于 sprint 评审会不能推迟，按计划举行会议。
- B. 重新安排会议，让产品负责人可以参加并提供反馈。
- C. 从不同产品组中邀请一名有空的产品负责人参加会议。
- D. 要求项目发起人代替产品负责人参加。

15. During a project meeting, a member of the agile team shares useful expertise about a new technology for which the team has no previous knowledge. Most team members are enthusiastic but have some reservations about its value to the project. What should the agile project manager do?

- A. Continue the project using the originally planned technology
- B. Hire an external expert to assess the suitability of the new technology
- C. Implement the new technology in the next iteration to support continuous improvement.
- D. Ask the team to run an exploratory spike to assess the advantages of the new technology.

15. 在项目会议期间，敏捷团队的一名成员分享了一项新技术的有用专业知识，而团队以前对该新技术并不了解。大多数团队成员都很感兴趣，但他们对该技术对于项目的价值有一些保留。敏捷项目经理应该怎么做？

- A. 使用原先规划的技术继续该项目
- B. 聘请外部专家评估新技术的适用性。
- C. 在下次迭代中实施新技术，支持持续改进。
- D. 让团队运行一个探索性的“刺探”，评估新技术的优势。

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参考答案 B。产品负责人必须参加产品评审会议，提供反馈。

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- D. 让团队运行一个探索性的“刺探”，评估新技术的优势。

参考答案 D。对于新技术的不确定性，团队可以创建一个探针故事，以探索该技术的可行性。

16. A key resource is switching between projects to obtain more visibility and acclaim. However, project work has grown and become a burden. What should the agile team lead do?

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

16. 一名关键资源在项目之间轮换，以获得更多的知名度和赞誉。但是，项目工作越来越多，已经成为一个负担。敏捷团队领导应该怎么做？

- A. 允许该资源继续在项目之间轮换以提供高客户价值。
- B. 要求管理层确保该资源一次只能在一个项目中可用。
- C. 为项目添加更多资源，以确保工作分享。
- D. 鼓励资源进行时间管理培训。

17. Who should remove and document the impediments that emerge during a current sprint?

- A. Project manager
- B. Product owner
- C. Agile team
- D. Scrum master

17. 在当前 sprint 中，谁应该删除和记录出现的障碍？

- A. 项目经理
- B. 敏捷团队
- C. 产品负责人
- D. Scrum 主管

18. What should a facilitator do when they want to contribute opinions during a retrospective?

- A. Request to speak at the beginning, before the other team members.
- B. Wait until the team has expressed their opinions before speaking.
- C. Nominate another team member to facilitate before speaking.
- D. Ask the product owner to facilitate instead.

18. 促进者在回顾会议上想要提出意见时应该怎么做？

- A. 在会议开始时在其他团队成员之前要求发言。

- B.等到团队已经发表意见后再发言。
- C.指定另一名团队成员辅助后再发言。
- D.让产品负责人代替其推进。

16. 参考答案 B。敏捷倡导专注的价值观，认为人在一段时间内做一件事最有利于提高项目绩效，产出成果。

17. 参考答案 D。Scrum 主管有责任移除项目障碍。

18. 参考答案 B。会议的促进者主要职责是搭建平台，邀请众人共创，自己如果需要表达观点可以在其他人发言之后补充。

19. A distributed team is developing a consumer-facing application, The product owner expects ease of use to be a key product differentiator. The user experience expert wants to conduct usability workshops with groups of beta users to obtain early feedback. However, the budget is insufficient to cover the cost of travel . What is the best course of action to ensure product success?

- A. Use the product owner's feedback as a proxy for user feedback.
- B. Conduct tests during a video conference using screen-sharing tools to obtain user feedback.
- C. Work with the product owner to reduce scope to free up the budget for travel.
- D. Motivate the team to work faster in order to free up the budget for travel.

19.一个分布式团队正在开发面向消费者的应用程序。产品负责人希望易用性成为关键的产品差异点，用户体验专家希望与 Beta 用户群召开可用性研讨会，以获得早期反馈。但是，预算不足以支付旅行费用若要确保产品成功，采取的最佳行动是什么？

- A.使用产品负责人的反馈作为用户反馈代表。
- B.在视频会议期间使用屏幕共享工具进行测试，获得用户反馈。
- C.与产品负责人合作，减少范围，腾出旅行预算。
- D.激励团队更快地工作，以便腾出旅行预算。

20. A business owner asks an agile practitioner to provide a central place where stakeholders can find information about a project's progress. What should the agile practitioner recommend?

- A. Regular circulation of updated, detailed versions of the project plan
- B. Maintain an online team collaboration site and redirect the business owner to the same
- C. Regular one-on-one meetings with stakeholders
- D. Daily scrum meetings with stakeholders

20.业务负责人要求敏捷管理专业人士提供一个中心位置，让项目干系人可以查找项目进展的相关信息。敏捷管理专业人士应提供什么建议？

- A.定期循环更新项目计划的详细版本
- B.维护在线团队协作网站，并将业务负责人重新定向到相同的网站
- C.与项目干系人定期举行一对一会议
- D.与项目干系人举行每日 scrum 会议

19. 参考答案 B。远程团队不能面对面交流，可以采取其他的高带宽的沟通方式，比如视频通话，提高沟通效果。

20. 参考答案 B。对于信息的分享,敏捷倡导信息辐射源的方法,即将信息整理到同一个地方,比如白板,在线网页,干系人可以随时查阅信息辐射源,获取项目状态。

21. A senior executive joins an agile team during production go-live. Following the go-live, the executive wants to know what did and did not go well during the sprint. What meeting should the executive have attended?

A. Retrospective

C. Sprint review

B. Daily scrum

D. Sprint planning

21. 一名高管在生产上线期间加入敏捷团队。在上线之后,该高管希望知道 sprint 期间哪些进展顺利以及哪些进展不顺利。该高管应已参加什么会议?

A. 回顾会议

B. 每日 scrum 会议

D. Sprint 计划会议

C. Sprint 评审会议

22. A project team is frustrated by a project manager who makes unrealistic promises to the customer and stakeholders. What should the project manager do?

A. Apologize to the team and perform Kaizen activities to demonstrate continuous improvement.

B. Allow the team to determine what promises should be made to the customer and stakeholders,

C. Ask the team to work overtime to keep the promises and offer a fun team-building event as a reward.

D. Empathize with the team's frustration but stress that customer satisfaction must be the priority.

22. 项目经理对客户和项目干系人做出不切实际的承诺,这让项目团队感到沮丧。项目经理应该怎么做?

A. 向团队道歉,并进行改善活动,以证明持续改进。

B. 让团队确定应该向客户和项目干系人做出哪些承诺。

C. 要求团队加班工作来守承诺,并提供有趣的团队建设活动作为奖励。

D. 对团队的接拆深表理解,但强调客户的满意度必须是重中之重。

23. A company hires an agile coach to help resolve issues with silos and attrition. What should the agile coach recommend?

A. Create teams with focused subject matter experts (SMEs) and continuously harness their expertise.

B. Encourage learning for team growth rather than individual development.

C. Develop teams of generalized specialists and encourage individuals to learn new skills.

D. Provide equal training to all team members, regardless of their experience.

23. 一家公司聘请敏捷教练帮助解决孤岛/竖井和人员损耗问题。敏捷教练应提供什么建议?

A. 创建由主题专家(SMEs)组成的团队,并不断利用其专业知识。

B. 鼓励学习团队成长而不是个人发展。

C. 培养由通才专家组成的团队,并鼓励个人学习新的技能。

D.向所有团队成员提供平等的培训，无论他们的经验如何。

21. 参考答案 A。在上线之后说明产品已经发布，总结良好的做法和需改进的做法是通过回顾会议进行的，因为翻译的一致性问题，需特别注意回顾会议的英文表述。

22. 参考答案 B。团队成员是估算工作量的主体，应该让团队成员参与对客户承诺的过程。

23. 参考答案：C。敏捷强调团队的互助协作，互助协作的前提是个人能够有一定的技能帮助他人，也就是通用的专才。

24. A project is behind schedule based on actual versus planned velocity. Where should an agile practitioner look to remove the waste?

A. Product roadmap

B. Burn down chart

C. Burm up chart

D. Value stream map

24.根据实际速度与计划速度的对比，项目落后于计划。敏捷管理专业人士应在哪里查看消除浪费的时间？

A.产品路线图

B.燃尽图

C.燃起图

D.价值流程图

25. Members of a scrum team have frequent misunderstandings with another team that uses Kanban. What should the two teams do?

A. Document major decisions in order to facilitate retrospective review sessions.

B. Identify architectural risks that result from cross- team misunderstandings.

C. Establish a common vocabulary that both teams will use for communication.

D. Ask the division manager to require the use of a single agile methodology.

25. Scrum 团队的成员对使用看板的另一个团队不断有误解。两个团队应该怎么做？

A.记录主要决策，以便引导回顾评审会议

B.识别造成跨团队误解的架构风险。

C.制作一份两个团队可用来沟通的常见词汇表。

D.让部门经理要求使用一种敏捷方法。

24. 参考答案 D。价值流程图将工作各个部分可视化，从中找出浪费。

25. 参考答案 C。本题的关键是要增进团队成员之间的沟通，常见词汇表有助于达成沟通的基础。

26. The security department has released a new compliance policy that must be followed before the next release can go live. What should the agile practitioner do? A. Add a non-functional requirement to system wide specifications B. Identify the user stories affected by the new policy and create new backlog items C. Update the backlog with a task that adheres to the new policy.

D. Log the non-functional requirement as a defect

26.在下一个版本上线之前，必须遵守安全部门已经发布的新的合规政策。敏捷管理专业人士应该怎么做？

- A.向系统范围的规范添加非功能性需求
- B.识别受新政策影响的用户故事，并创建新的待办列表事项。
- C.用遵守新政策的任务更新待办列表。
- D.将该非功能性需求记录为一项缺陷。

26. 参考答案 B。对于新需求可以创建新的用户故事，添加进产品待办事项，进一步进行优先排序。

27.一个新的敏捷产品开发团队拥有同等数量的技术专家和非专家。对于一次项目迭代，大部分任务都需要专家。敏捷项目经理应该怎么做？

- A.确定非专家团队成员的培训并减少孤岛/竖井。
- B.鼓励团队成员成为通才专家，创造高绩效团队，减少孤岛/竖井。
- C.让团队成员决定如何作为团队处理任务。
- D.请一名专家与其他团队成员合作开发培养一支通才专家团队。

28.敏捷管理专业人士注意到产品待办事项上一个新故事集很模糊，缺少验收标准。敏捷管理专业人士应在 sprint 周期中的哪个时间点要求产品负责人提供更多详情？

- A.在待办事项梳理会上
- B.在 sprint 回顾会议上
- C.在每日 scrum 期间
- D.在迭代评审会上

29.团队必须选择一个项目的技术框架。该团队拥有特定框架的经验，但已经出现了新的更有效的框架使用新的框架将需要额外知识。敏捷团队领导应该怎么做？

- A.将额外知识的需求包含在项目优先事项中，并与其它优先事项一起评估。
- B.使用团队成员已具备能力的框架。
- C.为团队安排培训，因为这是团队获得额外知识的机会。
- D.请求拥有新框架经验的新资源。

27. 考答案 B。鼓励团队成为通用的专才，能够相互补位，构建高绩效团队，D 的问题在于指定一名专家组织该活动，有违自组织的精神。

28. 参考答案 A。故事细节梳理应该在迭代开发之前进行，可以在迭代计划会议或者专门的故事梳理会议进行。

29. 参考答案 A。对于新技术、新框架的使用，可以专门安排一个需求条目进行研究，将该条目加入产品待办事项有助于区分优先级。

30. A scrum master observes that the serum team needs frequent clarification from the product owner. What should the scrum master do?

- A. Maintain a whiteboard to display communication gaps to quickly resolve issues.
- B. Propose that team and the product owner are seated in close proximity in an open and shared workplace.
- C. Educate the team about the value of communication in agile.
- D. Address the issue in the retrospective, and escalate it to the product owner.

30. scrum 主管注意到 scrum 团队经常需要产品负责人澄清。scrum 主管应该怎么做？

- A.保留一块白板显示沟通落差，快速解决问题。
- B.建议团队和产品负责人近距离地坐在一个开放和共享的工作场所中。
- C.教导团队敏捷的沟通价值。
- D.在回顾会议中陈述该问题，并将其上报给产品负责人

30. 参考答案 B。需要频繁互动时，建议团队坐在一起，加快沟通效率。敏捷提倡团队成员在一起工作，相互看得见，听得见。

31. At what phase would an agile team use collaboration tools to show progress during sprints?

- A. Inception
- B. Planning
- C. Review
- D. Execution

31.敏捷团队将在什么阶段使用协作工具在 sprint 中显示进度情况？

- A.概念阶段 B.规划阶段 C.评审阶段 D.执行阶段

32. An agile team has adopted the Kanban approach. Blockages in development are clearly marked with a pink note on the Kanban board. During what meeting should these blockages be discussed?

- A. Queue replenishment
- C. Release planning
- B. Daily stand up
- D. Retrospective

32.敏捷团队已经采用 Kanban 板方法。在 Kanban 板上用粉红色批注清楚地标记开发过程中的障碍，这些障碍，应该在什么会上进行讨论？

- A.队列补充会议
- B.每日站会
- C.发布计划会议
- D.回顾会议

33. An agile project team requires a new, custom tool for integration as a project component. The team hires a contractor to create the tool. How should the project team plan and monitor the contractor's work?

- A. By ensuring the contractor submits a project plan and status reports
- B. By using a sprint backlog and retrospective meetings
- C. By using the product backlog and daily stand up meetings
- D. By ensuring daily task plans are created and status updates are communicated clearly.

33.敏捷项目团队需要一个新的项目组件的集成工具。团队聘用分包商来创建该工具。项目团队应如何计划和监督分包商的工作？

- A.通过确保分包商提交项目计划和状态报告
- B.通过使用 sprint 待办事项和回顾会议
- C.通过使用产品待办事项和每日站会
- D.通过确保创建每日任务计划并明确沟通状态更新

31. 参考答案 D。在执行阶段显示工作进展情况。

32. 参考答案 A。看板实践中的队列补充会议 Queue replenishment 类似于 Scrum 里的 Sprint Planning Meeting，用来计划下阶段的重点工作，包括障碍处理。每日站会上不建议讨论具体问题

33. 参考答案 C。使用产品待办事项明确分包商的工作目标，通过每日会议监督执行情况。B 的问题在于回顾会议是事后的经验教训总结，不能有效监督当前工作。

34. A stakeholder complains that a team sends excessive emails for approvals. The team lead notices that the team and stakeholder have isolated working spaces and little chance to interact. To resolve this issue, the team lead suggests more frequent, in-person requirements reviews. What is the team lead recommending?

A. Osmotic communication

C. Colocation

B. Collaboration

D. Pair programming

34. 一名干系人抱怨团队发送过多的电子邮件进行审批。团队领导注意到团队与该干系人的工作空间相互隔绝，几乎没有机会互动。为了解决这个问题，团队领导建议进行更频繁的面对面需求评审。团队领导建议的是什么？

A. 渗透沟通

C. 集中办公

B. 协作

D. 结对编程

35. An agile team lead notices that the team is hesitant to voice their opinions. What should the agile team lead advise the team to facilitate communication?

A. Be dedicated to the outcome.

C. Feel free to share ideas.

B. Follow a common strategy.

D. Use a shared workspace.

35. 一名敏捷团队领导注意到团队不愿意表达他们的意见。为引导沟通，敏捷团队领导应该向团队提供什么建议？

A. 专注于结果。

B. 遵循共同的策略。

C. 回顾会议

D. 使用共享工作区。

答案来了：

34. 参考答案 C。题目提示工作空间是隔离的，无法进行互动，建议集中办公，团队有更多面对面互动的机会。

35. 参考答案 D。共享工作区是一种实体环境或者虚拟环境，比如实体形式上团队共用一块办公区域，使用大型白板；虚拟形式的信息共享网站，在线协作工具等，其主要目的就是帮助团队成员快速地分享信息、彼此协作。C 的问题在于团队不愿意表达能有多多种原因，不代表不能自由表达，也可能是沟通方式和习惯的问题。敏捷鼓励利用有效工具、搭建合适的环境引导人们的行为。

36. A scrum team meets with stakeholders to present sprint results and to demonstrate the developed product's working functionality. What does this describe?

A. Sprint planning C. Retrospective

B. Sprint review D. Stand up

36. Scrum 团队与干系人开会，提交 sprint 结果并展示已开发产品的有效功能。这描述的是什么会议？

A. Sprint 计划会议

B. Sprint 评审会议

C. 回顾会议

D. 站会

37. A team is reviewing the retrospective from the previous iteration. What will influence and be incorporated into the next iteration's backlog?

A. Items on the task or kanban board that have not been started and all tasks identified in the retrospective

B. Extra processes identified in the retrospective and defects from previous iterations

C. Planned velocity and partially completed work from previous iterations

D. Actual velocity averaged from previous iterations and high-priority tasks identified in the retrospective

37. 一个团队正在审查上一次迭代的回顾结果。哪些结果会影响并被纳入下一次迭代的待办列表？

A. 任务板或 Kanban 板上尚未开始的事项以及在回顾中识别到的所有任务

B. 在回顾中识别到的额外过程和之前迭代的缺陷

C. 之前多次迭代的计划速度和部分完成的工作

D. 之前多次迭代的实际平均速度以及在回顾中识别到的高优先级任务

38. A team is required to deliver a critical user story to fix an issue. After starting work, a team member identifies that a dependency on another vendor has a wait time of two weeks. This wait time will impact the delivery of the current sprint's user story. What should the team member do?

A. Immediately begin working with the team to identify options to accelerate and improve the process to deliver the user story on time.

B. During the retrospective, work with the team to identify options to accelerate and improve the process to deliver the user story in the next sprint.

C. Alert the vendor's account manager so that they can prepare for the next meeting

D. Follow the process and discuss the fixes with the vendor's account manager during the next meeting.

38. 团队需要交付一个关键的用户故事来解决一个问题。开始工作后，一名团队成员识别到对另一个供应商的依赖关系有两个星期的等待时间。这个等待时间将影响当前 sprint 的用户故事交付。该团队成员应该怎么做？

A. 立即开始与团队合作，确定方案，加快速度并改进流程，按时交付用户故事

B. 在回顾会议上与团队合作，确定方案，加快速度并改进流程，在下一次 sprint 交付用户故事。

C. 提醒该供应商的客户经理，让他们可以准备下一次会议。

D. 遵循流程，并在下一次会议

36. 参考答案 B。产品评审会议展示已完成产品的功能。
37. 参考答案 B。回顾会议重点在于对过去工作方式及其带来的问题进行反思，修正；选项 A、C、D 的重点在于完成产品本身的工作
38. 参考答案 A。识别到重大问题，应该立即采取行动，与团队合作解决问题。B 回顾会议为时过晚，D 遵循流程在敏捷中不推荐；流程是死的，人是活的。
39. A team is building a product in three- week iterations. During the last retrospect, it was identified that there was a 20 percent increase from previous iterations in the number of reported defects and change requests. Since this is causing the product's value to decrease, what should the team do?
- A. Run a sprint to clear all reported defects before taking new stories.
- B. Change the control mechanism so that items are better tested before delivery.
- C. Increase the opportunities to confirm common understanding with the client.
- D. Reevaluate the duration of the cycles, as faster cycles may allow for earlier detection of defects.
- 39.团队正在为期三周的迭代中构建一个产品。在上一次回顾会议中，已经确定，报告的缺陷和变更请求的数量比之前的迭代增加了 20%。由此导致产品价值下降，团队应该怎么做？
- A.运行一次 sprint，清除所有报告的缺陷，然后再进行新的故事。
- B.更改控制机制，让产品在交付前更好地进行测试。
- C.增加与客户确认共识的机会。
- D.重新评估周期的持续时间，因为更快的周期可能允许较早的缺陷检测。
40. Agile team members regularly update their work items and visualize them through information radiators. The scrum master reviews the project's status with stakeholders using release burn down charts as visual indicators. After several iterations, more information and clarity causes the overall project estimation to change. How can the scrum master express this change for stakeholders during the review meeting?
- A. Display approval notifications from the change control board (CCB).
- B. Annotate release burn down charts with the changes in the top right corner.
- C. Use release burn up charts rather than release burn down charts.
- D. Ask a specialized team member to speak about the changes.
- 40.敏捷团队成员定期更新自己的工作项，并通过信息发射源将其可视化。Scrum 主管使用发布燃尽图作为视觉指标，与干系人一起评估项目的状态。经过几次迭代，更多的信息和澄清引起整个项目估算发生变更。评审会议期间，Scrum 主管如何向干系人表达这一变更？
- A.展示变更控制委员会(CCB)的批准通知。
- B.在发布燃尽图右上角注释变更。
- C.使用发布燃起图，而不是发布燃尽图。
- D.让一名专业团队成员谈谈这些变更。]
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39.参考答案 D。项目变更比较密集，可以考虑缩短迭代长度，有利于保持相对稳定的工作；

迭代产出质量不高，需要更频繁的检查

40. 参考答案 C。燃起图可以了解整个项目的总故事点数，因此可以识别变更信息，燃尽图重点是了解剩余工作量。"

11.11 敏捷 41-42

41. During a project's last iteration, an agile team struggled with a feature's delivery due to the lack of a required skill. The project has already incurred a five-day delay. A further delay of at least 10 days is anticipated. What should the agile team lead have done to avoid this situation?

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

41. 在项目的最后一次迭代期间，由于缺乏必要的技能，敏捷团队在交付某项功能过程中陷入困境。项目已经延期五天了。但预计还要至少延期 10 天。敏捷团队领导事先应该怎么做来避免这种情况？

- A. 确保团队由跨职能的通用的专才专家组成
- B. 为特定团队成员提供所需技能的适时培训
- C. 将该功能分配给具有所需技能成员的另一个敏捷团队
- D. 降低该功能的优先级，直到一名团队成员掌握构建该功能的技能为止

42. Users report a major issue that needs to be fixed. This fix will require expensive changes to the product's architecture. What should the team do?

- A. Raise it as an issue, discuss it with the product owner, and take appropriate action.
- B. Make incremental changes to the architecture and keep stakeholders informed.
- C. Remove user access to the feature until it is fixed.
- D. Allow the issue to exist while the team makes an incremental fix for the long term.

42. 用户报告一个重大问题，需要修复。这项修复将需要对产品架构进行昂贵的变更。团队应该怎么做？

- A. 将其作为问题提出，与产品负责人讨论，并采取适当的行动。
- B. 对架构进行增量变更，并通知干系人
- C. 删除用户对该功能的访问权限，直到修复为止。
- D. 允许问题存在，同时团队长期进行增量修复。

41. 参考答案 A。敏捷推荐团队由跨职能团队成员组成，团队成员是一专多能的，B 的问题在于给特定人员提供培训，这违背了技能在团队中共享的原则。

42. 参考答案 A。用户提出的问题需要修复，但是代价比较大，首先与产品负责人讨论，然后采取适当的措施，选项 B、D 并不能解决当下的问题。

43. A customer complains about the response time of an application under development. The team suspects that this is due to the poor performance of database queries, but the required skill set to fix the issue is lacking. What should the agile team do to overcome this problem.

- A. Designate one team member to take ownership of and resolve all database-related

problems.

- B. Perform a root cause analysis and, if required, ask a subject matter expert (SME) to fix the issue.
- C. Hire an expert in database performance to resolve the issue in one sprint.
- D. Make the last sprint of the development cycle a performance sprint and fix the issue during that sprint.

43. 客户抱怨一个正在开发中的应用程序响应时间。团队怀疑这是由于数据库查询的性能不佳，但缺少解决该问题所需的技能。若要克服这个问题，敏捷团队应该怎么做？

- A. 指定一名团队成员负责并解决所有与数据库有关的问题。
- B. 执行根本原因分析，且如果需要，请一名主题专家(SME)解决该问题。
- C. 请一名数据库性能方面的专家，在一次 sprint 中解决问题。
- D. 让开发周期的最后一次 sprint 成为一次性能 sprint，并在该 sprint 期间解决问题。

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

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

44. 在为新产品工作时，敏捷团队应该如何确保与外部干系人保持一致？

- A. 要求产品负责人提供详细的产品规范文件
- B. 查看项目愿景说明书。
- C. 召开项目启动大会分配角色。
- D. 与 scrum 主管合作，确保遵循敏捷原则。

45. A project is being executed by a virtual team spread across multiple geographic locations. What will help the team work together?

- A. Ensuring for the project's duration that all team members are not co-located
- B. Using collaboration tools to enable closer communication
- C. Executing one sprint in one geographic location and the other sprints remotely
- D. Executing the first half of the sprints in one geographic location and the last half remotely

45. 一个项目正在由分布在多个地理位置的虚拟团队执行。下列哪一项将有助于团队合作？

- A. 确保项目持续时间内，所有团队成员没有集中办公
- B. 使用协作工具实现更密切的沟通
- C. 在一个地理位置执行一个 sprint，在远程执行另一个 sprint
- D. 在一个地理位置执行一半 sprint，在远程执行另一半 sprint

43. 参考答案 B。出现问题时首先分析原因，题目中提出缺乏技能，聘请专家是一种可能的选择。C 和 D 的做法不一定可行。

44. 参考答案 B。题目特别提出新产品，首先应该查看产品愿景，了解产品启动的原因和关键功能。

45. 参考答案 B。不在同一地点工作的团队应特别注意使用良好的协作工具保持密切的沟通。

46. What is one critical aspect of a daily stand up?

- A. Coordinating
 - B. Reestimating
 - C. Planning future sprints
 - D. Communicating lessons learned
46. 每日站会的一个关键方面是什么？

- A. 协调
- B. 重新估算
- C. 规划未来 sprint
- D. 沟通经验教训

47. An agile team member expresses an interest in developing financial skills. However, the team's setup requires more technical knowledge than financial skills. What should the agile team lead do?

- A. Suggest that the team member instead receive technical training.
- B. Request financial-skills training for all team members
- C. Convince the team member that more experience is required.
- D. Support the team member's request for financial-skills training.

47. 一名敏捷团队成员表达了对培养财务技能的兴趣。然而，团队的组成需要比财务技能更多的技术知识。敏捷团队领导应该怎么做？

- A. 建议该团队成员接受技术培训。
- B. 要求所有团队成员接受财务技能培训。
- C. 说服该团队成员需要更多的经验。
- D. 支持该团队成员的财务技能培训请求。

46. 参考答案 A。每日站会的目的主要是同步信息，协调彼此的节奏。

47. 参考答案 D。敏捷鼓励团队发展多种技能，培养更多通用的专才。

48. 一名新敏捷项目经理在团队处于启动环境时接受职位。在公司会议期间，项目经理注意到，决策是非正式地自下而上发生，且优先考虑创意发明。这描述的是哪种组织范式类型？ B

- A. 同步
- B. 协作
- C. 分级
- D. 随机

49. 敏捷团队完成了产品开发阶段，并核实所有测试均已通过，但客户报告对质量和性能不满意。若要避免这种情况，敏捷项目团队应该在产品发布之前做什么？ D

- A. 召开一次回顾会议，核实项目可交付成果
- B. 执行对所有需求的评审
- C. 获得项目发起人的批准
- D. 在计划的演示中，收集项目干系人反馈

48. 参考答案 B。这是一种协作型的组织结构，团队是自我组织的。C 层级型即自上而下的

组织类型，是一种相反的组织类型。不存在 A 和 D 的组织类型。

49.参考答案 D。客户对产品可交付成果不满意，应该事先计划演示会议，尽早且持续地收集客户反馈。

50.一名敏捷团队成员正在尝试了解团队目前进行的迭代状态。哪一项信息发射源将提供帮助？

- A.迭代待办列表
- B. Sprint 计划
- C.迭代燃尽
- D.发布计划

51.在开展一系列设计创意研讨会时，产品交付团队识别出其业务的新领域将受到产品介绍的影响。若要确保解决这种组织影响，敏捷教练应该怎么做？ D

- A.与团队、客户和干系人开会，讨论新的需求和优先级。
- B.将识别到的任何需求纳入产品待办列表底部。
- C.询问发起人是否应修改项目范围。
- D.与产品负责人一起讨论变更优先级。

50.参考答案 C。当前迭代状况可以参考燃尽图，查看完成了多少工作，还剩余多少工作。

51.参考答案 D。识别到更好优先级的事项应该与产品负责人讨论，如何调整优先级。