Product Questions: 482
Version: 13.0

Question: 1

Early in a project stakeholder analysis is performed: however, an organizational restructure redefines key roles What should the project team do?

A. Note the changes to the restructure and roles that affect team activities
B. Use direct engagement and two-way conversation to update the stakeholder analysis for any new stakeholder requirements.
C. Email a copy of the project vision to those redefined for key roles and ask if they need to be involved in the project
D. Obtain a copy of the redefined key roles to update the stakeholder analysis

Answer: B

Question: 2

An experienced product owner presents the epics and corresponding stones during a release planning session with the established team. The executive sponsor asks the team when the features will be delivered.
What should the agile team do?

A. Evaluate how much can be delivered based on the Scrum Master's estimation
B. Identify a set of user stones based on the team's velocity
C. Initiate an estimation session
D. Consult historical data for project completion

Answer: C

Question: 3

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

A. Work with the sponsor to develop team expectations
B. Provide the customer with a list of deliverables and obtain agreement
C. Encourage the team to more frequently interact with all stakeholders
D. Work on finishing upfront product design rather than comprehensive documentation

Answer: C

Question: 4

A development team and product owner disagree on a user story in the product backlog What should the agile practitioner do?

A. Have the development team follow the product owner's direction
B. Openly challenge the product owner in an effort to poke holes in their approach
C. Facilitate a conversation about the user story between the development team and the product owner
D. Serve as a nonpartisan evaluator of each option, and provide direction to the development team and product owner

Answer: C

Question: 5

Toward the end of a project the product owner discovers that the project has a high probability of failure due to a critical feature not functioning as expected What should the product owner do?

A. Terminate the project to cut losses
B. Review possible options and make an informed decision to cut losses based on delivered business value
C. Bring in experts to increase the probability of success
D. Continue the project release the product without the failing feature and fix the feature in a subsequent release

Answer: D

Question: 6

During planning for the next iteration an agile team identifies most of the story points that are expected to be delivered How should an agile practitioner work with the team to help identify the iteration's remaining scope?

A. Convince the team to stop planning and keep the size small
B. Identify the technically minimal and achievable tasks
C. Refer to the remaining prioritized backlog items
D. Select some of the smallest items from the backlog

Answer: C

Question: 7

The risk profile of a project has increased beyond the upper threshold of tolerance. The product owner and project leader meet to discuss an approach for dealing with this.
What should the team do next?

A. Add risk mitigation tasks to the backlog, then prioritize in current and upcoming sprints
B. Add risk mitigation time to each requirement
C. Apply the 80/20 rule, reserving 20 percent of each sprint's capacity for risk mitigation
D. Hold all risks until they become issues, then add issue resolution tasks to the product backlog

Answer: A

Question: 8

An agile team is planning the next iteration for a product release that has accumulated technical debt
What should the team do?

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

Answer: A

Question: 9

How can an agile team working on a new product ensure alignment with external stakeholders?

A. Ask the product owner to provide a detailed product specification document
B. Conduct story-mapping exercises to clarify deliverables and release priorities
C. Hold a kick-off meeting to assign roles and responsibilities.
D. Work with the scrum master and stakeholders to ensure agile principles are followed

Answer: B

Question: 10

An agile project manager is planning the initial scope, schedule and cost range estimates on a new project. The team will be using Kanban to control work.
What metrics should the team use to measure performance?

A. Lead time, throughput and due date performance
B. Work in progress limits Kanban board, and time boxes
C. Work item types, sprint cadences, and defect classes
D. Burndown charts, scatter diagrams, and throughput

Answer: A

Question: 11

More details for a story are required before the upcoming sprint planning meeting What should the scrum master do?
A. Email the product owner requesting detailed story specifications and wait for a response
B. Gather the details from the team members before sprint planning
C. Schedule a story grooming session with the product owner before sprint planning
D. Conduct a planning poker session with the team

Answer: C

Question: 12

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

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

Answer: A

Question: 13

What should an agile practitioner do to ensure that the end product meets business requirements?

A. Invite the team to iteration review meetings
B. Obtain agreement from the product owner on business requirements
C. Request that regular reports are sent to stakeholders.
D. Confirm managers and stakeholders are invited to product review meetings

Answer: D

Question: 14

During the iteration planning of a newly onboarded agile team, the product owner adds a set of high priority user stories into the iteration backlog. What should the team do first to define the tasks needed to implement the user stories?

A. Self-organize
B. Assign tasks to each team member
C. Meet with the customer

D. Identify the Scrum Master

Answer: A

Question: 15

A company has decided to combine two similar products consisting of multiple teams into one product. Engaged customers want to know how the company is looking at re-organizing it's teams. What strategy should be employed to re-organize the teams?

A. All the teams from both products should be simultaneously called together and allowed to completely self-manage
B. Teams that worked on similar components in the separate products should be combined to minimize disruption andcapitalize on synergies
C. After grouping individuals by role multi-discipline teams should be created that are comprised of one member from eachrole
D. Features should be prioritized and then teams should be organized around those priorities

Answer: A

Question: 16

During a current sprint, a team member asks permission from the scrum master to investigate an alternative design approach What should the scrum master do?

A. Discourage the team member from deviating from the plan and document the request during the retrospective
B. Encourage the team member to research the issue and present the findings during the retrospective
C. Discourage the team member from using experimentation/spikes unless it is fully developed and accounts for a variety of use cases
D. Encourage the team member to use experimentation/spikes for continuous improvement and help the team understand why it is important.

Answer: D

Question: 17

Midway through a sprint, the scrum master identifies that reassigning a certain task could help the team meet its sprint goals What should the scrum master do next?

A. Alert the team that sprint goals might not be met and create an alternative plan
B. Obtain team buy-in to perform modifications to the sprint backlog.
C. Have the sprint proceed as planned
D. Ask the team to decide if the task should be reassigned

Answer: D

Question: 18

A technical problem arises that will likely impact the stories planned for delivery in the current sprint
What should the scrum master do?

A. Consider adding a story to the next sprint to seek resolution
B. Immediately solve the problem on behalf of the team
C. Ask the team to collaboratively work out a solution.
D. Engage a technical manager to assist with finding a solution

Answer: C

Question: 19

An executive sponsor of a new scrum team actively attends scrum ceremonies How does this benefit the team?

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

Answer: D

Question: 20

When prioritizing features to be delivered in an iteration, on what features should an agile team defer work?

A. High-risk and high-value
B. High-risk and low-value
C. Low-risk and low-value
D. Low-risk and high-value

Answer: B

Question: 21

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

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

B. Ask the team to continue developing the component
C. Ask the team to discontinue developing the component
D. Request the sponsor's formal approval to discontinue the component

Answer: D

Question: 22

A team's technical lead believes that manual testing tasks should be conducted by junior team members below their level. The junior team members think it is unfair and refuse the tasks.
What should the scrum master do?

A. Tell the technical lead to do the testing
B. Facilitate an open and focused team discussion that reinforces team agreements
C. Ask the team manager to advise the technical lead that all tasks are important
D. Encourage the team to take ownership of the delivery

Answer: D

Question: 23

During project inception, an agile practitioner engages the stakeholder to ensure alignment on the project's strategy and vision. The stakeholder asks for detailed requirements, design and delivery plans.
What should the agile practitioner do?

A. Provide all information requested by the stakeholder
B. Set expectations regarding the appropriate level of details requested during this stage
C. Inform the stakeholder that no detailed documents are provided using agile practices
D. Ask the team to supply the information to the stakeholder

Answer: B

Question: 24

During a project review, the team discovers customer feedback that would add scope. The project leader is concerned that the team will be unable to incorporate this feedback and still meet the product launch date.
What should the project leader do?

A. Finalize the feedback in the form of a change request
B. Limit the scope of the feedback to only those changes that the team can feasibly accommodate
C. Encourage all feedback then work with the customer to prioritize work for future sprints
D. Allow the team to decide what feedback to incorporate

Answer: C

Question: 25

During sprint planning the product owner wants the team to prioritize and deliver a number of features which have the highest business value. Due to technical dependencies, the team does not agree with the prioritization.
What should the project leader do?

A. Encourage the product owner and team to reprioritize the features and select ones which can be delivered without any dependencies
B. Encourage the team to continue with the current plan, do what they can. and carry forward the work not done to the next iteration
C. Ensure the team captures the technical dependencies as issues within the backlog and prioritize based on value optimization
D. Ensure that the required subject matter experts (SMEs) are engaged by the product owner to help with backlog prioritization

Answer: D

Question: 26

An agile team is preparing a release plan for a project. What information will the team need to complete this plan?

A. Amount of work needed to complete a single user story
B. Amount of work that can be accomplished by each team member
C. Amount of work that can be accomplished in an iteration
D. Amount of work that can be accomplished by the entire team

Answer: C

Question: 27

Due to its complexity a new team member struggles with developing a concise user story. What advice should the agile practitioner give to assist with developing the story?

A. Hand the story over to a more experienced team member
B. Break the story up and focus on the most valuable parts
C. Discuss the story at the next retrospective
D. Pick another story from the product backlog

Answer: B

Question: 28

During a sprint, the team encounters a technical problem that becomes an impediment to

completing two stories What should the scrum master do?

A. Ask the lead developer to identify a solution, and then share the details with the team
B. Ask a technical manager or architect to determine a solution to the problem
C. Work with the product owner to add a spike to the next sprint to identify a solution
D. Create a collaborative team environment so that the team can explore a solution together

Answer: D

Question: 29

What should a team do when they complete all sprint goals earlier than expected?

A. Begin working on an item in the backlog
B. Ask the scrum master to select an item from the backlog on which to work
C. Ask the product owner to select an item from the backlog on which to work
D. Jointly decide with the scrum master on an item from the backlog on which to work

Answer: C

Question: 30

Refer to the exhibit.

Backlog at start	500 points
End of iteration 1	475 points
End of iteration 2	450 points
End of iteration 3	425 points
End of iteration 4	450 points

Based on the backlog metrics in the chart what can explain the jump in points at the end of iteration 4?

A. The team neglected to account for support and maintenance costs associated with other supported products
B. The team discovered that previously accepted work could be greatly improved and added story points associated with thatwork.
C. The team realized that some stories were underestimated relative to other stories and reestimated as needed
D. The team learned that the product owner needed to increase the output in the next release

Answer: C

Question: 31

The scrum master for a large project must provide an estimate of what can be delivered in six months What should the scrum master do?

A. Commit to a specific feature set for delivery
B. Explain that a commitment will be provided after planning
C. Have the team estimate in story points to commit to a specific set of features
D. Use the team's historical velocity to calculate a range of features that can be delivered

Answer: D

Question: 32

On an agile project, some of the development team is struggling to understand how the tasks and user stones fit into the overall product. How should this be addressed?

A. Review the iteration goals and have the team each describe the work to create shared understanding
B. Create a story map for the minimal viable product (MVP) functionality
C. Capture this as a task in the retrospective and ensure there is more detail provided at the next planning session
D. Have the product owner explain the product vision and review the release plan with the team

Answer: D

Question: 33

The team is in the middle of an iteration and there is an urgent request for a small change to be introduced to the committed scope Unless this change is accepted, there is no value to the customers during this iteration.
What must the agile practitioner do?

A. Add the new change request as a new user story in the product backlog for the upcoming iteration
B. Evaluate the impact of the change request and let the team and product owner decide and re-prioritize based on value C. Recommend cancelling the current iteration and plan the change request into the next iteration.
C. Recommend that the product owner add this change request as a user story to the backlog for the current iteration

Answer: B

Question: 34

A product owner new to the role is very enthusiastic about an agile project with an energetic team What should be done first to ensure successful delivery of the product?

A. Hold a meeting with the team and the product owner to develop the team charter working agreement, guiding principles and product vision
B. Ask the product owner to create the project vision and charter, and then discuss the guiding principles with the team
C. Hold a meeting during which the team can present the project charter high-level project plan, and team values to the product owner
D. Send the product owner to formal product-owner training where the product owner can learn how to create a product vision

Answer: A

Question: 35

A product owner concludes that the majority of a project's value can be delivered by completing only the first half of the prioritized backlog. What should the product owner do next?

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

Answer: C

Question: 36

How should an agile project leader interact with the product owner?

A. Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap.
B. Ensure that they attend regular sprint meetings to provide product-feature feedback
C. Share any new versions of the project plan with them including updated statuses for tasks and project milestones
D. Schedule meetings where they can provide team direction regarding new-feature priorities and upcoming sprints

Answer: B

Question: 37

A seven-member agile team's composition vanes considerably in age. gender culture, personality type, and professional background When planning a team-building event, what type of interpersonal skills should the project leader use?

A. Networking
B. Social awareness
C. Communication
D. Leadership

Answer: B

Question: 38

How can an agile practitioner ensure that all key stakeholders are properly engaged in planning?

A. Collect stakeholder requirements
B. Conduct an iteration planning meeting
C. Communicate product backlog items to the stakeholders
D. Facilitate a product development roadmap workshop

Answer: D

Question: 39

When a team member encounters an issue in an agile environment, what should they do?

A. Limit communication between the team members and the customer to prevent unnecessary anxiety
B. Manage communication between all team members and the customer to promote effective and transparent collaboration
C. Manage communication between a few team members and the customer so that they may convey information to other team members
D. Facilitate one-on-one communication between team members to reduce conflict and inefficiencies

Answer: B

Question: 40

A team member is stressed due to a heavy workload, while other team members have some slack in their schedules How should the team lead address this?

A. Inform management and suggest that additional resources may be required
B. Discuss the issue with the team in the daily stand up meetings
C. Meet personally with the stressed team member to brainstorm ways to better manage their time
D. Begin tracking the stressed team member's tasks in a separate backlog for additional analysis and reporting

Answer: C

Question: 41

While reviewing the sprint burn down during a stand up. The scrum team identifies that they have fallen behind Upon further discussion they discover that some quality assurance (QA) team members were unable to use the new automation framework, which caused a bottleneck.
What should the scrum team do?

A. For upcoming sprints, have QA team members ensure that their respective skill sets are considered when acceptingstones
B. Have QA team members with the appropriate skill sets spend extra time to help the team succeed
C. Ensure that QA team members who lack the appropriate skill sets sign up for training within the next few weeks
D. Ask QA team members experienced with the new automation framework to cross-train the other QA members

Answer: D

Question: 42

A project team identifies a number of technical challenges with features in the next sprint What should they do?

A. Request direction from the technical manager
B. Encourage the product owner to reallocate the features to another sprint
C. determine who is best qualified to address the challenges
D. Ask the product owner to assign the tasks to the most appropriately skilled resources

Answer: C

Question: 43

Senior management is frustrated at the lack of a detailed implementation plan that shows exactly when the project will end and when all requirements will be met. The team has been using a rolling wave planning approach so far on the project.
How should the agile practitioner explain to senior management the benefits of this approach?

A. It ensures a consistent level of detail is available in the project schedule
B. It prevents a wasteful buildup of requirements inventory that may never be processed
C. It provides a concrete definition of project scope, cost and duration
D. It allows the team to lock down the stories to be included in a release

Answer: A

Question: 44

An agile project leader notices that the team's velocity has decreased in examining data provided by

team members, the project leader discovers that one team member has been slow to enter story statuses
What can happen as a result?

A. The team will be unable to understand the iteration's status
B. The team will be unable to judge the project design's validity
C. The team cannot give accurate updates to management
D. Team collaboration cannot be measured effectively

Answer: C

Question: 45

Following a successful product release, senior management asks an agile team how to improve the value of the product for the next release. What should the team do?

A. Conduct frequent demos and obtain feedback from users throughout the development of the next release
B. Inform senior management that since the product was successfully released, the project is considered delivered and should be closed
C. Request additional budget to implement a Scrum of Scrums approach to scale the teams and add capacity
D. Implement a better definition of done to ensure that continuous integration processes are managed effectively

Answer: D

Question: 46

Midway through an iteration an agile team learns that a team member will be unavailable for the next two iterations. As a high-performance team, what should the team do?

A. Raise an impediment that resource tasks will be blocked and notify the product owner
B. Ask the delivery manager for a temporary resource
C. Ask the scrum master to assign that team member's tasks to the next available resource
D. Assume the team member's tasks to meet iteration goals and notify the product owner

Answer: D

Question: 47

A member of a project's development team approaches the team lead and requests database administrator training. The team member believes that their inability to handle this work, and to rely on outside specialists, is impacting team velocity.
What should the agile team lead do?

A. Send the member to training?

B. Ask the outside specialists if database administration is required from the team

C. Send one member to training only after asking the team if there is an issue with the current work flow

D. Wait until all members of the team can attend training

Answer: A

Question: 48

Trend analysis shows that velocity is significantly higher than predicted and the release can be completed one month ahead of schedule. The team recommends changing the end date to reflect this.

What should the agile practitioner do?

A. Jointly meet with the team and product owner to discuss options and determine the end date

B. Announce that the team has exceeded the predicted velocity and that the end date will be earlier than planned

C. Ask the product owner to include additional features in the product backlog, then replan subsequent iterations

D. Ask the team to decrease velocity to meet contractual obligations and document this decision

Answer: A

Question: 49

What can an agile team use to prioritize stories?

A. Planning poker technique

B. Weighted average calculation

C. Risk-value quadrant

D. INVEST scale

Answer: A

Question: 50

An agile coach is assigned to help a project team that was recently co-located close to a very popular business Many team members visit this business during working hours which affects team performance.

What should the agile coach do to mitigate this issue?

A. Speak with the functional managers and come to an agreement that will resolve the issue

B. Explain to functional managers that too much control will inversely Impact team morale

C. Meet with the team to discuss the issue and identify specific actions to reduce or eliminate the issue

D. Inform the team there will be penalties to anyone who visits that business during working hours

Answer: C

Question: 51

A project team meets to estimate user stories for a sprint While an important non-functional requirement must be delivered in the sprint the estimate exceeds sprint capacity.
What should the team do?

A. Estimate only functional requirements that will impact product quality
B. Add team resources
C. Refer the issue to the product owner
D. Break non-functional requirements into those that can be delivered in the given sprint

Answer: D

Question: 52

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

A. Organize a team-building activity to improve team morale
B. Have team members work in pairs to learn from each other and develop new skills
C. Ask team members to perform a value stream analysis of their activities.
D. Add more resources to the team to help with the tasks

Answer: B

Question: 53

During the review session, the product owner discovers that the user interface has a response time of 10 seconds. The non-functional requirements state that it should respond in less than two seconds. The team complains that this requirement was not communicated to them.
What should have been done to avoid this?

A. A comprehensive user story with all non-functional requirements should have been created
B. Non-functional requirements should have been added to the acceptance criteria
C. Non-functional requirements should have been added to the definition of done
D. A team review of the scope of work should have been conducted

Answer: B

Question: 54

After completing the release plan, the team realizes that the project is very likely to have a negative ROI What should the team do?

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

Answer: A

Question: 55

An organization highly values security. However, a team member on a project has found a way to save time and money with less robust security features.
What should the team member do?

A. Influence the customer
B. Mention the idea at the next retrospective
C. Show the customer how much time and money would be saved
D. Present the idea at the next ceremony attended by stakeholders to obtain their input

Answer: B

Question: 56

A new team member asks what changes could accelerate a change to the project plan What should be the proper response?

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

Answer: B

Question: 57

A development team for a small company experiences long delays between product completion and release for validation and testing. The company is concerned that this will impact its ability to compete in the marketplace
What analysis should the team use to understand the issues?

A. Risk management
B. Variance and trend
C. Kano model

D. Fishbone diagram

	Answer: B

Question: 58

During a sprint review the product owner identifies a required improvement for a feature's user interface (UI) delivered during the sprint What should the product owner do next?

A. Create a user story for this new improvement and put it in the product backlog for prioritization and validation by the customer
B. Create a user story for this new improvement and prioritize it for the next sprint
C. Document it as a requirement creep
D. Ask the team to take on additional story points to improve the UI

	Answer: B

Question: 59

A newly formed scrum team wants to foster an environment of transparency and experimentation. The team decides to use a Kanban board to record and track encountered impediments Emphasis is placed on how issues are resolved and the strategies for preventing them in the future Over time what will be the result of this approach?

A. Kaizen
B. Specific measurable, assignable, realistic and time-based (SMART) goals
C. Key performance indicators (KPIs)
D. Muda

	Answer: B

Question: 60

A new agile project manager accepts an assignment to manage a well-established team Many team members have worked together on this product for several years During a meeting, the project manager notices that team members offer little vocal interaction, yet all required tasks are completed on time
What type of behavior does this describe?

A. Synchronous
B. Collaborative
C. Passive-aggressive
D. Random

	Answer: C

Question: 61

What should a Scrum Master do when one team member falls behind in their tasks?

A. Move the task to another team member who has spare capacity in the sprint
B. Ask the team for suggestions
C. Privately offer the team member encouragement to meet task commitments
D. Notify the product owner.

Answer: C

Question: 62

When introducing agile processes to a company, a quality assurance (QA) manager resists and believes that the switch to agile will remove quality controls and documents How should the agile practitioner address this concern?

A. Educate the QA manager that in agile quality is integrated from the beginning to end of the project
B. Write backlog items that include QA as part of the description
C. Ask for the current QA documents and incorporate them into the technical debt backlog
D. Ask the product owner to write tests and QA controls into the acceptance criteria

Answer: A

Question: 63

A project team realizes that an important task on the iteration backlog will take more time than originally estimated What should the project team do?

A. Continue working on the task until it is completed
B. Remove the task owner from the project team
C. Add resources to reduce time to task completion
D. Stop working on the task and include it in the next iteration

Answer: D

Question: 64

A new product owner needs to manage the backlog of a high-visibility fast-moving project that is consuming a considerable amount of time What should the product owner do?

A. Schedule regular meetings with the scrum team to write, groom and size user stories
B. Focus on stories based on the highest number of story points to first address those items with the highest value
C. Seek regular input from project stakeholders, and reflect this input in the backlog's priorities