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Topic Break Down

Topic	No. of Questions
Topic 1, Mindset	48
Topic 2, Leadership	162
Topic 3, Product	159
Topic 4, Delivery	265
Total	634

QUESTION NO: 1

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: D

Explanation:

Fishbone diagram is the appropriate analysis because the team needs to identify and explore the underlying causes of an observed delay in the delivery flow. Also called a cause-and-effect or Ishikawa diagram, it structures a root-cause discussion around possible contributing factors, such as workflow policies, handoffs, test-environment availability, release approvals, tooling, staffing, and dependencies. The team can begin with the effect—long time between development completion and release for validation and testing—and then collaboratively identify, categorize, and investigate the causes that create that outcome.

This approach supports agile continuous improvement because it encourages an evidence-based examination of the whole system rather than assuming a single individual or activity is responsible. Once likely causes are identified and validated with relevant delivery data, the team can prioritize experiments to reduce bottlenecks, shorten feedback cycles, and improve release flow. Faster validation and testing feedback enables the company to respond to market needs more quickly. The fishbone diagram is a well-established root-cause-analysis tool; see the ASQ overview of fishbone diagrams and PMI's guidance on root-cause analysis tools and techniques.

QUESTION NO: 2

Following an upgrade, a software support team is overwhelmed by the number of tickets being submitted by end users. The team's manager is pushing the team to "work smart" by focusing on activities that deliver the most value in the least amount of time.

What should the team do?

A. Work longer hours to complete more of the support backlog.

B. Work support tickets in the order in which they were received.

C. Place tickets on hold until the team completes an analysis of the backlog to identify and resolve systemic issues.

D. Add members to the support team.

ANSWER: C

Explanation:

Place tickets on hold until the team completes an analysis of the backlog to identify and resolve systemic issues. is the most appropriate response because a sudden, high-volume influx of tickets immediately after an upgrade strongly indicates that a common defect, configuration problem, usability issue, or deployment-related cause may be affecting many users. Addressing that underlying cause can eliminate or substantially reduce a large portion of the incoming work at once. This applies the agile focus on optimizing the whole system rather than merely increasing local activity by processing individual tickets faster.

The team should use the backlog data to identify patterns, such as recurring error messages, affected user groups, common workflows, and timing relative to the upgrade. It can then prioritize a corrective action that restores service and prevents repeat demand. This is an example of continuous improvement: making the workflow more effective by finding and removing

the source of avoidable work. PMI's agile guidance emphasizes delivering value, using feedback, and improving the system continuously, rather than measuring success solely by utilization or volume of tasks completed. See PMI's Agile Practice Guide and the Agile Manifesto principles for the emphasis on sustainable, value-focused delivery and continuous improvement.

QUESTION NO: 3

An agile team wants to collectively determine a project's size. What will the team be doing if they use the planning poker technique to accomplish this?

A. Estimating story points by comparing them to similar, past features

B. Estimating stories by placing them in buckets

C. Using the number of dots for votes to estimate story points

D. Estimating the relative size of stories by using story points

ANSWER: D

Explanation:

Estimating the relative size of stories by using story points is correct because planning poker is a collaborative, consensus-oriented technique for estimating product backlog items. Team members consider the work represented by a user story, including its complexity, effort, risk, and uncertainty, then independently select a value—commonly from a modified Fibonacci-like sequence. The team reveals selections simultaneously, discusses meaningful differences in perspective, and repeats the process until it reaches an informed shared estimate. The resulting story-point value is relative rather than an absolute duration or a direct measurement of hours. A story is sized in comparison with other work the team understands, often using an agreed reference story or baseline. This supports agile planning because it incorporates the knowledge of the people who will perform the work and makes uncertainty visible early. Story-point estimates can subsequently be used with the team's observed velocity to forecast how much work may fit within future iterations or releases, while preserving the distinction between estimation and commitment. PMI describes relative sizing and team-based estimation as agile planning practices; planning poker is a common implementation of that approach. See the PMI Disciplined Agile Flex guide and Atlassian's agile estimation overview.

QUESTION NO: 4

An agile team member identifies a potential problem within the project team How should the team's coach react?

A. Document the problem, escalate to the project manager and develop a solution for the team

B. Add the problem to the backlog and assign resolution to a future iteration

C. Instruct the team to try to solve the problem within the team

D. Perform root cause analysis and report the problem to the product owner

ANSWER: C

Explanation:

Instruct the team to try to solve the problem within the team is correct because an agile coach supports team self-management rather than taking ownership of team-level issues. When a potential problem is identified, the coach should create the conditions for open discussion, help the team apply its problem-solving practices, and encourage collective accountability. This approach strengthens the team's ability to inspect its ways of working, adapt behavior, and resolve impediments collaboratively. The coach may use facilitation questions, conflict-resolution techniques, or retrospective practices to help the team understand the issue and agree on an appropriate action, but the team retains responsibility for the solution. This is consistent with Agile's emphasis on empowered, self-organizing teams and continuous improvement. The Scrum Guide describes Developers as self-managing, including deciding internally who does what, when, and how; the

Scrum Master similarly serves by coaching team members in self-management and cross-functionality. See the Scrum Guide and PMI's overview of the PMI Agile Certified Practitioner (PMI-ACP) certification.

QUESTION NO: 5

A large project team of 20 people from different functional areas has just been formed and the project starts next week. The team will be working on a regulated and strictly controlled pharmaceutical product but does not have subject matter expertise.

Which two actions should the scrum master take as priorities? (Choose two.)

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Which two actions should the scrum master take as priorities? (Choose two.)

A. Schedule a meeting to engage stakeholders to prepare for kickoff

B. Schedule a meeting to agree to the goals for all future iterations.

C. Guide the team to work collaboratively and share learnings.

D. Organize a sprint planning meeting to define actions.

E. Organize a meeting to outline roles and responsibilities.

ANSWER: C E

Explanation:

"Guide the team to work collaboratively and share learnings" is a priority because the new cross-functional team lacks domain knowledge in a highly regulated pharmaceutical context. A Scrum Master serves the team by coaching collaboration, helping remove barriers to effective teamwork, and fostering an environment in which knowledge is made visible and shared. Frequent learning among team members helps build the collective understanding needed to deliver safely while adapting to emerging regulatory and product knowledge. This support is particularly valuable at team formation, when working relationships and information flows are not yet established.

"Organize a meeting to outline roles and responsibilities" is also appropriate early in the project. The team needs a shared understanding of how its members will contribute, collaborate across functional boundaries, make decisions, and address compliance-related work. Clarifying responsibilities does not mean directing the team's day-to-day work; rather, it establishes the conditions for a self-managing team to coordinate effectively. Clear expectations support accountability and reduce ambiguity as the team begins work. The Scrum Master can facilitate this conversation and help the team establish a practical foundation for collaboration. The Scrum Guide describes the Scrum Master's responsibility for enabling team effectiveness, and PMI's Disciplined Agile guidance emphasizes context-sensitive team collaboration and role clarity.

QUESTION NO: 6

How can an agile project manager ensure that all stakeholders have a clear understanding of the release plan by the end of a release planning meeting? (Choose two.)

A. Stated understanding of the release goal

B. Complete vision of the end product

C. Timeline of the project

D. List of the user stories that will be part of the next releases

E. Complete roadmap of the next iterations

ANSWER: A D

Explanation:

“Stated understanding of the release goal” is essential because a release plan must communicate the intended outcome, purpose, and value of the release. Confirming that stakeholders share this understanding aligns expectations around what the release is intended to accomplish and provides a basis for subsequent scope and priority decisions. The goal should be expressed in outcome- and value-oriented terms, enabling stakeholders to see how the planned work supports product vision and organizational objectives.

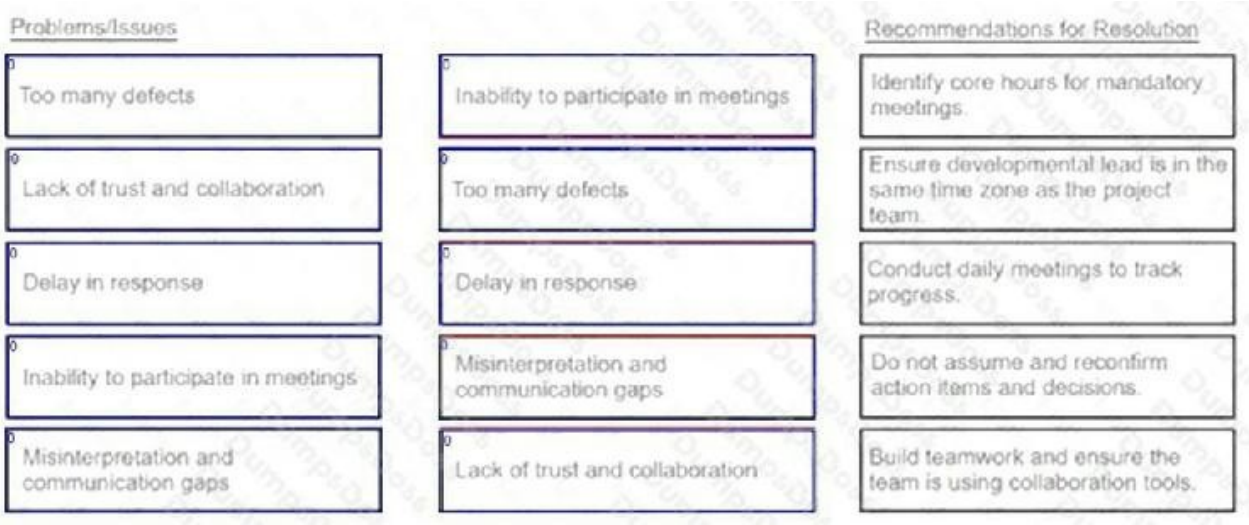
“List of the user stories that will be part of the next releases” provides the appropriate feature-level view of the plan. A release plan forecasts the prioritized backlog items expected to deliver the release goal, using the team’s capacity, estimates, dependencies, and known constraints. Reviewing these stories with stakeholders makes the planned scope transparent while recognizing that agile plans are progressively elaborated and may be adapted as learning occurs. Together, an agreed release goal and a visible, prioritized set of planned stories establish shared understanding of both the value to be delivered and the work currently expected to deliver it. PMI describes agile planning as iterative and adaptive in its Agile Practice Guide resources; see also the Agile Alliance release-planning definition.

QUESTION NO: 7 - (DRAG DROP)

DRAG DROP

All the developers on a project team are working offshore in a different time zone, resulting in many issues. Match the issues to the agile practitioner's recommendations for resolutions below. (Drag the Problems/Issues on the left to the box in the center, corresponding to the correct Recommendations for Resolution on the right)

ANSWER:



Explanation:

Distributed agile teams need deliberate working agreements and communication practices because time-zone separation reduces the spontaneous conversations that a colocated team can rely on. The appropriate mapping is: **inability to participate in meetings** is addressed by **identifying core hours for mandatory meetings**; this creates a predictable overlap period in which essential collaboration can occur without expecting people to be available throughout another region's workday. **Too many defects** is addressed by ensuring the **developmental lead is in the same time zone as the project team**. Ready access to technical leadership supports fast clarification, timely review, close coordination of development work, and rapid resolution of quality concerns.

Delay in response is addressed by **conducting daily meetings to track progress**. A daily cadence gives team members a known opportunity to raise questions, identify impediments, synchronize work, and obtain updates rather than waiting unpredictably for an asynchronous reply. **Misinterpretation and communication gaps** are addressed by **not assuming and reconfirming action items and decisions**. Explicitly restating ownership, decisions, and next steps creates shared understanding across cultural, language, and time-zone boundaries. Finally, **lack of trust and collaboration** is addressed by **building teamwork and ensuring the team is using collaboration tools**. Shared collaboration spaces make work visible, support ongoing interaction, and help establish the transparency and connection needed for an effective agile team. These practices are consistent with the Agile emphasis on frequent collaboration and communication, reflected in the Principles behind the Agile Manifesto, and with the Scrum Guide's focus on frequent inspection and adaptation through a regular Daily Scrum cadence: The Scrum Guide.

QUESTION NO: 8

An agile team notices that the same problems continue to occur during multiple iterations Several team members have suggestions to fix the problem.

What is the proper agile approach to handle this?

A. Hold frequent retrospectives and share the responsibility for making changes

B. Understand that this is the nature of innovative business and strive to work harder

C. Collect team member feedback and discuss them privately with the product owner

D. Conduct a team-building exercise to increase trust among the team members

ANSWER: A

Explanation:

Hold frequent retrospectives and share the responsibility for making changes is the proper agile approach because retrospectives provide a regular, structured opportunity for the whole team to inspect how it works, identify recurring impediments or process issues, and agree on practical improvements. When a problem persists across iterations, the team should use the suggestions already available, explore the underlying cause collaboratively, and select one or more concrete

improvement actions to try in the next iteration. The team can then inspect whether those actions improved the situation at a subsequent retrospective and adapt again as needed.

This approach reflects agile values of collaboration, transparency, continuous improvement, and collective ownership. Improvement is not merely a discussion activity: the team shares responsibility for implementing, monitoring, and refining the agreed changes. Frequent retrospectives also keep learning close to the work, allowing issues to be addressed before they become entrenched. The Scrum Guide describes the retrospective as an event for planning ways to increase quality and effectiveness, while PMI's agile guidance emphasizes regular feedback and adaptation as core agile practices. See the Scrum Guide and PMI's Agile Practice Guide.

QUESTION NO: 9

When moving to Agile project management, a key factor for the project manager's success will be:

A. shifting from a controlling mindset to a facilitating mindset

B. directing the work in a more incremental fashion

C. only assigning tasks for the next iteration

D. giving up control and rotating management through the team

ANSWER: A

Explanation:

Shifting from a controlling mindset to a facilitating mindset is central to successful Agile leadership. Agile teams are designed to be self-organizing and cross-functional: the people doing the work collaborate to decide how to meet iteration and product goals. Rather than assigning and closely directing individual tasks, the project manager or Agile leader enables the environment in which the team can succeed. This includes removing impediments, promoting clear communication, protecting the team from unnecessary disruption, helping stakeholders and the team align on priorities, and supporting continuous improvement through feedback and retrospectives.

This is not an abdication of leadership. It is a change in how leadership is exercised—from command-and-control oversight toward servant leadership, coaching, and facilitation. The Agile Manifesto explicitly values individuals and interactions, while the Scrum Guide describes the Scrum Master as accountable for establishing Scrum and for serving the Scrum Team by enabling effectiveness and removing barriers. These principles make facilitation especially important as an organization transitions to Agile ways of working. See the Agile Manifesto and the Scrum Guide.

QUESTION NO: 10

A product owner worked with the customer to define the success criteria for the launch of a new product in the manufacturing industry. The project team responsible for development is seeking guidance on what to develop first.

Which two actions should the product owner take? (Choose two.)

A. Work with the team to establish goals for the product at the beginning of each scheduled iteration.

B. Send the team the latest version of the release plan so they can provide feedback.

C. Invite the customer to the sprint planning meeting to explain what is deemed most critical to their business.

D. Ensure all iteration goals are fully developed at the beginning of the project.

E. Refine the product backlog and identify the Minimum Viable Product

ANSWER: C E

Explanation:

Inviting the customer to the sprint planning meeting to explain what is deemed most critical to their business promotes the close customer collaboration central to agile delivery. The customer can provide immediate context on the business outcomes, operational needs, and value associated with candidate features. This helps the product owner and developers select work that best supports the agreed launch success criteria, rather than relying solely on assumptions or a static plan. The Product Owner remains accountable for ordering the Product Backlog, while direct stakeholder engagement helps ensure that ordering reflects current value and need.

Refining the product backlog and identifying the Minimum Viable Product gives the team a practical, value-focused basis for deciding what to develop first. Backlog refinement clarifies items, adds sufficient detail for near-term work, and supports ordering based on value, risk, and learning. Defining an MVP focuses initial development on the smallest coherent set of capabilities that can validate the product's core value with customers. This enables an early launch or test, feedback-driven adaptation, and progressive delivery of additional functionality. These actions align product development with empirical learning and value delivery. See the Scrum Guide and PMI's Agile Practice Guide resources.

QUESTION NO: 11

All blockers are caused by some Impediments, but not all impediments are blockers. Which two scenarios should be considered blockers? (Choose two.)

A. Due to frequent context switching, the daily 15-minute touchpoints last an hour even/ day, reducing the team's time to finish activities for the demonstrations.

B. A developer is unable to work on their tasks within an iteration, because senior management is constantly pulling them into production incident analyses.

C. The development team needed to urgently set up all the test data the previous week; however, due to a glitch in the system this will not be available until before the demonstration.

D. The offshore testing team is pulled away at the last minute from a high-profile initiative and testing cannot be resumed until a new testing team is assigned.

E. Performance issues in the testing environment, leading to a 2-day delay in implementing the code.

F. The team has started working on the iteration, but the requirements artifacts are under review by the product owner.

ANSWER: B D

Explanation:

A blocker is an impediment that prevents a team member or the team from making meaningful progress until an external condition is resolved. "A developer is unable to work on their tasks within an iteration, because senior management is constantly pulling them into production incident analyses." is a blocker because the developer's planned iteration work cannot proceed while this recurring organizational demand consumes their availability. It requires intervention beyond the developer's normal task management, such as leadership protecting the team's capacity or assigning incident-analysis responsibilities elsewhere.

"The offshore testing team is pulled away at the last minute from a high-profile initiative and testing cannot be resumed until a new testing team is assigned." is also a blocker because a required capability—testing—is unavailable, and work dependent on that activity cannot continue until an external staffing decision is made. Agile teams make blockers visible and seek rapid removal through escalation, collaboration, and adaptation, because unresolved blockers directly threaten flow and delivery of a potentially releasable increment. PMI describes agile teams as actively managing obstacles that affect delivery and emphasizes servant leadership in helping teams remove impediments. See PMI's Agile Practice Guide resources and the Scrum Guide.

QUESTION NO: 12

The team is working to build a new AI model that will summarize and create presentation materials for executive leaders from external and internal content. The team believes there is value in increasing the scope of work as it will benefit the organization.

Which two actions should the product owner take first? (Choose two.)

A. Determine the cost and resource requirements.

B. Create a spike to determine the dependencies.

C. Create a change request to formalize the requirements.

D. Seek executive approval on the approach.

E. Determine the purpose and value proposition on the approach.

ANSWER: D E

Explanation:

“Determine the purpose and value proposition on the approach” is an essential first action because the product owner is accountable for maximizing product value. Before expanding the work, the product owner should make the expected organizational benefit explicit: who will benefit, what outcome will improve, how the proposed capability supports product goals, and how value can be evaluated. This creates a sound basis for prioritizing the proposed scope alongside existing backlog items.

“Seek executive approval on the approach” is also appropriate because the proposed AI capability creates materials for executive leaders and uses both external and internal content. The expanded scope may therefore affect organizational priorities, sponsorship, governance expectations, funding boundaries, and acceptable use of information. Executive alignment ensures that the direction has support from the stakeholders responsible for strategic outcomes before the team commits significant effort. In an agile setting, this is collaborative product and stakeholder management: validate strategic value and obtain the appropriate decision-maker alignment, then use that direction to refine and order the product backlog. PMI emphasizes delivering value through stakeholder engagement and continual alignment of work with organizational objectives. See PMI Agile Standards and Resources and PMI Standards and Guides.

QUESTION NO: 13

A Scrum team has worked hard to reach their sprint goal, but impediments have prevented them from succeeding. The team needed help from a specialist on another team, but the specialist was on a 2-week vacation.

What should the scrum master do?

A. At the sprint retrospective, the scrum master and development team should discuss why the team did not know the specialist was unavailable during the sprint. The scrum master should then set clear rules so situations like these can be avoided in the future.

B. It can be very distressing for a Scrum team not to reach its sprint goals. The scrum master should hold an evaluation meeting to discuss who in the team was responsible for discovering the specialist was not available, then make an improvement task for the next sprint.

C. The scrum master, as a servant leader, should always try to remain positive about the team's work. Even when team members’ make mistakes, there should be trust that everyone is doing their best. Engaged team members work more efficiently, and a sustainable pace is important for project success.

D. At the sprint retrospective, the Scrum team should reflect on how the past sprint has worked out. The scrum master should facilitate an open discussion to discover the root causes for the missed sprint goals and find a way to avoid similar situations in future sprints.

ANSWER: D

Explanation:

At the sprint retrospective, the Scrum team should reflect on how the past sprint has worked out. The scrum master should facilitate an open discussion to discover the root causes for the missed sprint goals and find a way to avoid similar situations in future sprints. This is the appropriate response because the Sprint Retrospective is Scrum’s formal opportunity for the team to inspect its ways of working and identify practical improvements for the next Sprint. The discussion should focus on the system of work rather than personal fault: for example, how cross-team specialist dependencies are identified, whether availability is confirmed during Sprint Planning, and what backup skills, advance coordination, or alternative approaches

could reduce dependency risk. The Scrum Master serves the team by facilitating a constructive, psychologically safe conversation and helping it turn learning into a concrete improvement action. The objective is not to guarantee that every uncertainty disappears, but to strengthen the team's ability to anticipate impediments and adapt effectively. This supports the agile principle of continuous improvement and enables the Scrum Team to improve its effectiveness over time. The Scrum Guide describes the Sprint Retrospective as an event for planning ways to increase quality and effectiveness; PMI similarly emphasizes retrospectives as a mechanism for learning and improving team practices. See the Scrum Guide and PMI's guidance on agile teams.

QUESTION NO: 14

An agile project leader is delivering a team kick-off session. The first exercise is a "Life Timeline" - a story-telling exercise where each team member tells their life story, explains how they experienced the highs and lows of their journey, and identifies their fears and hopes.

What is the project leader trying to create?

A. A safe space for team members to learn to trust one another, leading to collaborative relationships.

B. A safe space for team members to learn to be vulnerable, leading to high performance relationships.

C. A safe space for team members to learn to share, leading to collaborative relationships.

D. A safe space for team members to learn about each other's weaknesses and strengths.

ANSWER: B

Explanation:

A safe space for team members to learn to be vulnerable, leading to high performance relationships is correct because the Life Timeline exercise deliberately invites people to disclose meaningful personal experiences, including setbacks, fears, and aspirations. This type of structured storytelling is not simply an exchange of biographical facts; it helps team members see one another as whole people and practice openness in a bounded, respectful setting. When a leader facilitates that sharing well, team members develop psychological safety: confidence that they can speak candidly, ask for help, acknowledge uncertainty, and raise concerns without interpersonal punishment or embarrassment. Those behaviors are foundational to trust and to the transparent communication needed by agile teams to inspect, adapt, resolve conflict constructively, and collaborate effectively. PMI's agile guidance emphasizes building collaborative team environments and fostering interpersonal trust so that teams can self-organize and deliver value. A kickoff activity that normalizes vulnerability establishes the relational conditions for high performance before delivery pressure begins. See PMI's Agile Practice Guide resources and Google's research on psychological safety in effective teams.

QUESTION NO: 15

There is a throughput of 200 tickets in a customer service line. The tickets are raised by employees, with each 8-hour shift averaging 50 tickets in progress.

What is the cycle time to resolve a ticket?

A. 0.25 hour

B. 1 hour

C. 2 hours

D. 4 hours

ANSWER: C

Explanation:

2 hours is the cycle time. In flow-based Agile and Kanban systems, cycle time can be calculated using Little's Law: average work in progress divided by average throughput, provided both measures use the same time period and the system is

reasonably stable. Here, the average work in progress is 50 tickets and throughput is 200 tickets per 8-hour shift. The calculation is therefore 50 ÷ 200 = 0.25 shift per ticket. Since one shift is 8 hours, 0.25 × 8 equals 2 hours.

This result represents the average elapsed time a ticket spends in the service process from entering active work until resolution, based on the stated flow measures. Using a consistent unit is essential: the throughput is expressed per shift, so the initial result is in shifts, then converted into hours. Monitoring this relationship helps Agile teams understand flow efficiency, forecast service performance, and identify whether limiting work in progress may improve delivery speed. See the Lean Enterprise Institute's explanation of Little's Law and PMI's overview of PMI-ACP agile practices.

QUESTION NO: 16

A development team has started working on a new service but is unsure if the service fits the customer's requirements. What should the product owner do to ensure that the service will benefit the customer?

A. Release the minimum viable product (MVP) to a group of customers and end users for their feedback.

B. Build a prototype and review it with the targeted customer segment for their feedback.

C. Invite a group of customers and end users to the biweekly demos to obtain feedback.

D. Release the prototype of the software for 6 months to a pilot group of customers for feedback.

ANSWER: B

Explanation:

Build a prototype and review it with the targeted customer segment for their feedback. A prototype is an intentionally limited representation of the proposed service that enables fast learning before the team commits substantial time, cost, and effort to a full solution. Because the uncertainty concerns whether the service addresses real customer requirements and produces customer value, the product owner should obtain direct feedback from the people who will use or benefit from it. The prototype gives that customer segment something concrete to react to, rather than relying on assumptions or abstract descriptions of needs.

Feedback from this review can be used to validate the underlying problem, clarify desired outcomes, identify needed changes, and refine or reorder product backlog items. This is consistent with agile's customer-centric, iterative approach: teams deliver or demonstrate small increments of value, inspect stakeholder feedback, and adapt the work accordingly. In this situation, a prototype is especially appropriate because it tests the service concept early and supports a rapid decision about whether and how to continue development. PMI's agile guidance emphasizes frequent feedback and adaptation, while the Scrum Guide describes inspection and adaptation as essential empirical practices. See PMI Agile Practice Guide resources and The Scrum Guide.

QUESTION NO: 17

On a project using eXtreme Programming (XP), a customer test is a:

A. Technique to determine if the software is easy for customer use.

B. Tool for a customer to verify the business requirements.

C. Technique to determine if a customer will use a software feature.

D. Test for determining if a customer will purchase the product.

ANSWER: B

Explanation:

In eXtreme Programming, a customer test is a tool for a customer to verify the business requirements. XP teams derive these tests from customer stories and their acceptance criteria, expressing the observable conditions that must be true for the customer to accept that a story has been implemented correctly. The customer, product representative, or an appropriate

business-domain delegate defines the expected business behavior, while developers collaborate to automate and execute the tests as part of the team's regular feedback cycle.

These tests are commonly called acceptance tests. Their central purpose is to provide an objective, shared definition of completion from the business perspective: the implemented functionality must demonstrate the value and behavior requested in the story. Running them frequently gives rapid feedback on whether current software satisfies agreed requirements and helps preserve alignment between development work and customer priorities. This practice supports XP's emphasis on close customer collaboration, small releases, and continuous validation of working software. The Agile Alliance describes acceptance-test-driven development as using acceptance tests to clarify customer expectations and validate that delivered functionality meets them; see Agile Alliance: Acceptance Test–Driven Development. For an overview of XP's customer-focused practices and feedback-driven approach, see Agile Alliance: Extreme Programming.

QUESTION NO: 18

A company president is concerned about the impact of a natural disaster on the company. How should management identify areas to apply its resources and mitigate potential impacts?

A. Establish and keep an active risk register that includes mitigation strategies and a cost-benefit analysis.

B. Establish and keep an active risk register based on qualitative risk analysis and expected losses.

C. Have each development team post the highest risk development items on the information radiator.

D. Avoid risk by splitting development teams into two locations to ensure knowledge continuity.

ANSWER: A

Explanation:

Establish and keep an active risk register that includes mitigation strategies and a cost-benefit analysis. is correct because a natural disaster is an enterprise-level threat that should be assessed, prioritized, assigned, and actively managed rather than handled only within individual delivery teams. A risk register provides the central record of identified threats, their probability and impacts, risk owners, planned response actions, triggers, and current status. This gives management a clear basis for deciding which exposures merit scarce resilience resources, such as backup facilities, disaster recovery capabilities, insurance, data protection, or continuity planning.

Including mitigation strategies turns the assessment into actionable risk management: management can select measures intended to reduce the likelihood of disruption or lessen its business impact. A cost-benefit analysis is especially important because it compares the expected value of reducing a risk with the cost of the proposed response. That supports proportionate investment decisions and helps leaders focus on measures that provide meaningful protection for the organization. The register must remain active because risks, business dependencies, response costs, and organizational priorities change over time. PMI identifies risk management as a structured discipline for identifying, analyzing, responding to, and monitoring uncertainty; its terminology is available in the PMI Lexicon of Project Management Terms. Additional PMI risk-management resources are available at PMI Risk Management Standards.

QUESTION NO: 19

An agile coach is facing a dilemma: On one hand, there is a requirement that is vital and will consume all capacity of the team. On the other hand, there are some chore-related tasks that will improve the team's ability to produce results. The team insists on implementing these tasks since they will increase efficiency.

What should the agile coach do?

A. Characterize chores as low priority since they do not add obvious value to the product

B. Delegate chore-related tasks to another team.

C. Escalate the issue to the shareholders/steering committee.

D. Get the product owner and team to meet to prioritize the work.

ANSWER: D

Explanation:

Get the product owner and team to meet to prioritize the work. is the appropriate action because agile teams make transparent, value-based trade-off decisions collaboratively. The vital requirement may deliver immediate product or business value, while chore-related work—such as automation, refactoring, environment improvements, or removing technical impediments—can improve the team's sustainable ability to deliver value in future iterations. Both forms of work therefore belong in a single, visible prioritization conversation rather than being treated as unrelated concerns.

The product owner is accountable for ordering product backlog work to maximize value, and the developers/team provide the essential delivery perspective: effort, technical risk, dependencies, quality implications, and the likely efficiency gains from the chores. An agile coach should facilitate this discussion, helping participants clarify the consequences of deferring either category of work and reach a shared decision consistent with product goals and sustainable pace. This preserves team empowerment while ensuring product-value accountability is exercised. The resulting agreed priority can then be reflected in the backlog and iteration planning.

PMI's agile guidance emphasizes collaborative prioritization and balancing value delivery with technical excellence and continuous improvement. See the PMI Agile Practice Guide and the Scrum Guide discussion of Product Backlog ordering and Developers' input into planning.

QUESTION NO: 20

A business analyst has identified a new risk in an Agile project. What is the best first step the business analyst should take regarding this risk?

A. Call a meeting with the project manager and senior management to determine how the risk will be managed.

B. Email the project manager and add it to the risk register so that it is discussed during the next daily standup.

C. Add the risk in a clearly visible location and ensure it is discussed after the next daily stand up.

D. Call an immediate meeting with all team members to discuss the newly identified risk.

ANSWER: C

Explanation:

Add the risk in a clearly visible location and ensure it is discussed after the next daily stand up. is the best first step because Agile ways of working emphasize transparency, fast feedback, and collaborative ownership of emerging issues. Making the risk visible immediately gives the whole delivery team shared awareness rather than leaving the information in a private communication channel or escalating it before the people closest to the work have assessed it. A visible risk board, team information radiator, or comparable workspace enables the risk to be considered alongside current work, dependencies, and delivery commitments.

Discussing the risk promptly with the team after the daily stand-up supports focused collaboration without disrupting the stand-up's purpose of inspecting progress and planning near-term work. The team can then assess probability and impact, decide whether an immediate response is needed, assign ownership, and adjust backlog items, sequencing, or experiments as appropriate. This approach reflects Agile's preference for empowered, self-managing teams and frequent adaptation as new information arises. PMI's Agile guidance highlights transparency and collaboration as key practices, while the Scrum Guide describes daily inspection and adaptation of work toward the goal. See PMI Agile resources and The Scrum Guide.

QUESTION NO: 21

An agile project has three more iterations before the release. There is a lot of report functionality to be created and defects to be cleared. During a daily scrum, a team member suggests a timebox spike to find a more efficient way to deliver reports.

What should the project leader do?

A. Encourage the team to self-organize and determine how to best complete their existing work and this spike.

B. Encourage the team to complete their just existing work since the team velocity indicates they are already struggling to meet the release goal.

C. Direct the team to defer the spike until the next release and add the action on the backlog for prioritization.

D. Direct the team to work on the spike immediately given the importance of reporting functionality to complete the iteration.

ANSWER: A

Explanation:

Encourage the team to self-organize and determine how to best complete their existing work and this spike. A spike is a short, timeboxed research or experimentation activity used to reduce uncertainty and obtain the information needed to make a sound delivery decision. In this situation, discovering a more efficient reporting approach may improve the team's ability to deliver the substantial reporting work remaining before release, while also helping the team make an evidence-based trade-off regarding capacity and defects.

Agile teams are expected to be self-managing: they decide how to accomplish the work, collaborate to assess available capacity, and adapt their plan as new information emerges. The project leader should therefore support the team's discussion and ensure that the spike has a clear objective and time limit, rather than unilaterally prescribing the team's work sequence. The team can incorporate the spike into iteration planning or adjust its plan transparently, based on the value of reducing the reporting uncertainty and the release objective. This approach reflects Agile's emphasis on empowered teams, collaboration, and responding to change. The Scrum Guide describes Developers as self-managing in deciding how to turn selected work into value, while the Agile Manifesto values motivated individuals and trusting them to get the job done. See The Scrum Guide and Principles behind the Agile Manifesto.

QUESTION NO: 22

A project team has been working on five data source integrations. They have allocated one tester for each data source. One of the testers is on emergency leave for personal reasons, so the project

deliverables could not be completed on time.

How should the project team improve during their retrospective for future implementations?

A. Use the scrum or team board and daily scrum meetings to track and manage issues and optimize deliverables.

B. Encourage team members to become general specialists to reduce bottlenecks and create a cross-functional team.

C. Empower teams and encourage emerging leadership to produce effective solutions to manage complexity.

D. Define the roles of the individual or group and define the what, how, why, when, and where to do each task.

ANSWER: B

Explanation:

Encourage team members to become general specialists to reduce bottlenecks and create a cross-functional team. is the appropriate retrospective improvement because the delay exposed a single-person dependency: only one person had the capability or assignment needed to test a particular data-source integration. Agile teams improve resilience by building sufficient breadth of skills across the team while retaining valuable areas of deeper expertise. These "generalizing specialists" can assist outside their primary specialty when workflow demands it, allowing testing work to continue when a teammate is unavailable and reducing queues at constrained skills.

During the retrospective, the team can turn this learning into practical experiments, such as pairing testers with developers or analysts, rotating integration-test responsibilities, documenting test approaches and environments, and allocating iteration capacity for cross-training. The aim is not to make every person identical; it is to ensure the team collectively has the skills needed to deliver a usable increment without relying on one individual. This supports agile delivery by improving flow, shared ownership, adaptability, and the team's ability to meet commitments despite normal staffing disruptions. PMI's agile guidance emphasizes cross-functional, collaborative teams and continuous improvement through retrospectives. See PMI's Agile Practice Guide resources and the Agile Manifesto principles.

QUESTION NO: 23

Which of the seven principles of software development is best intended to solve the problem of inventories causing hidden errors in the process?

A. Fast-Flexible-Flow

B. Optimize the Whole

C. Deliver Early and Often

D. Eliminate Waste

ANSWER: D

Explanation:

Eliminate Waste is correct because Lean software development treats excess inventory as waste. In a software context, inventory includes work that has been started but is not complete, such as unintegrated code, untested features, pending requirements, or unresolved defects. This inventory delays feedback and can conceal quality or process problems until they have accumulated and become more expensive to address. Reducing work in process and completing small pieces of work through development, testing, integration, and delivery exposes issues sooner. The team can then correct defects and improve the workflow while the cause is still visible and relevant. This reflects Lean's emphasis on making value flow continuously rather than accumulating partially completed work between process steps. The resulting short feedback cycles provide transparency into the actual state of the work and help prevent hidden errors from progressing downstream. PMI's Agile guidance incorporates Lean thinking, including flow, limiting work in progress, and reducing waste to improve delivery effectiveness. For further context, see PMI's Agile Practice Guide resources and the Lean Enterprise Institute's overview of Lean thinking.

QUESTION NO: 24

Conversation transcript between the customer and the product owner (PO):

Customer: I am requesting a calendar feature for scheduling and reminding of upcoming releases that we can manage. We also need the calendar to indicate quarterly metrics deadlines, code freeze dates for financial close, and things like that.

PO: My understanding is that this is for tracking project deadlines. Would you need to see the project deadlines on your phone calendar?

Customer: Yes. I need to see a single snapshot on my phone. So, is it possible for me to connect my phone to this calendar app?

PO: Let me write up the requirements and get the development team on board with the deadlines. What phone do you own?

Customer: I own an Android phone, but I also need integration with the Apple phones.

Identify three minimum viable product (MVP) items. (Refer to Conversation transcript between the customer and the product owner (PO). Choose three.)

A. Monthly calendar view

B. Android phone integration

C. Windows end of support deadlines

D. Vacation calendar for team members

E. Scheduler to add events

F. Product increment release dates

ANSWER: B E F

Explanation:

An MVP delivers the smallest usable set of capabilities that addresses the primary customer need, creates observable value, and enables learning from early feedback. Here, the customer's central need is to create and manage a calendar of release-related commitments and view that information on a phone. **Scheduler to add events** is essential because the customer explicitly needs to manage upcoming releases, metrics deadlines, and code-freeze dates. Without creating and maintaining dated entries, the product would not provide the requested calendar-management value. **Product increment release dates** is also core because upcoming releases are the principal business information the customer wants represented in the calendar. It establishes the initial, high-value event type for the product. **Android phone integration** is a valid MVP item because the customer specifically owns an Android phone and requires a single phone-based snapshot of deadlines. Supporting the customer's currently used device provides an immediately testable end-to-end experience: create release events and access them on the phone. These items form a thin but valuable product slice that can be used and evaluated before expanding to additional views, event categories, or device ecosystems. PMI agile guidance emphasizes delivering value iteratively and using feedback to refine priorities; see the PMI Agile resources and the Agile Alliance definition of MVP.

QUESTION NO: 25

To: Team Manager
From: Agile Project Lead
Subject: Re: Initiative status as of today

Hi Team Manager,

Here is the initiative information you requested for the monthly review.

Backlog

User Story Title	Estimate in Story Points	Minimum Viable Product (MVP)? Yes / No	Status
New log-in screen	6	Yes	Complete
Save passwords	4	yes	Complete
Defect fixing – triaged top 10	8	No	Not Started
Accessibility – color blind	4	Yes	Not Started
Increase security	21	Yes	Not Started
Shopping cart	7	No	Not Started
Accept credit card payments	5	No	Not Started
Accept bank drafts	9	No	Not Started
New sort order	3	No	Not Started
Add AI chatbot	5	Yes	Not Started

MVP Remaining Story

Risk Register

#	Title	Summary	Impact
1	Defect backlog size	Significant number of known defects exist, but not all will be addressed in the MVP	Defects prioritized with product owner and top 10 defects will be addressed.

	size	known defects exist, but not all will be addressed in the MVP	product owner and top 10 defects will be addressed. Remaining defects will be prioritized in future initiative.
2	Holiday Impact	Burn for April expected to decrease due to holiday schedule	Expected reduction of 1 story point of burn for sprints 4 through 6. Then return to normal burn.
3	Regulation Changes	Proposed government regulations might be enacted which would cause rework in the project.	Team chose to watch this risk and not take action at this time. Not likely to impact MVP.
4	Team Morale	Our project team feels that their value to the company is tied to the value of the initiative they are working on.	No impact to current velocity or initiative. Will need to monitor.

Thanks,
Agile Project Lead

A project team's manager is responsible for delivering a specific initiative for the organization. They are preparing for a monthly meeting where the manager will present on the current state of this initiative. The agile project lead sends the manager the following email with the current initiative status (see Exhibit A).

At the end of which sprint will the minimum viable product (MVP) be completed?

A. 7

B. 8

C. 9

D. 10

ANSWER: C

Explanation:

9 is the appropriate forecast. The initiative status shows that the remaining MVP scope consists of the accessibility enhancement (4 story points), increased security (21 story points), and the AI chatbot (5 story points), for a total of 30 story points. The current status is at the point following Sprint 6. Using the team's established velocity of approximately 10 story points per sprint, the team needs three additional sprints to complete the remaining MVP scope: Sprint 7 completes approximately 10 points, Sprint 8 completes another approximately 10 points, and Sprint 9 completes the final approximately 10 points. Therefore, the MVP is forecast to be complete at the end of Sprint 9.

This is a capacity-based forecast, not a commitment that overrides empirical delivery. Agile teams use completed work and observed velocity to project when a backlog target is likely to be achieved, then update that projection as new sprint results, risks, or backlog changes emerge. The holiday-related capacity reduction has already affected the stated earlier sprints, so the forecast should use the remaining scope and the forward-looking team velocity reflected in the status report. PMI describes agile planning as progressive and based on feedback and empirical information; see the PMI Agile Practice Guide resources. The Scrum framework likewise emphasizes inspection and adaptation based on the current state of work: The Scrum Guide.

QUESTION NO: 26

Which of the following statements is an accurate value statement of the Agile Manifesto?

A. People and places over processes and guidelines

B. Customer collaboration over contract negotiation

C. Working software over complete specifications

D. Managing change over managing a plan

ANSWER: B

Explanation:

Customer collaboration over contract negotiation is an accurate Agile Manifesto value. The manifesto's authors emphasized that effective product development depends on maintaining an active partnership with customers throughout delivery. Rather than treating requirements as fixed solely through an upfront contractual agreement, Agile teams seek frequent customer input, shared understanding of needs, rapid feedback on delivered increments, and collaborative decisions as circumstances evolve. This approach helps ensure the product continues to provide meaningful value and addresses real customer needs. The value does not eliminate contracts or agreements; instead, it states that ongoing collaboration is more valuable when the two are in tension. Customer engagement supports iterative development because stakeholders can inspect working results, clarify priorities, and guide the team toward the most valuable next work. This value is one of the four foundational statements published in the Agile Manifesto, which remains a core reference for Agile principles and PMI-ACP-aligned Agile practices. See the original Manifesto for Agile Software Development and its supporting Principles behind the Agile Manifesto.

QUESTION NO: 27

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

Explanation:

Encourage all feedback then work with the customer to prioritize work for future sprints is correct because agile teams use frequent customer feedback to refine and maximize product value, rather than treating useful insights as disruptions that must be immediately absorbed into a fixed delivery date. The project leader should ensure the feedback is visible in the product backlog and facilitate collaboration with the customer or product owner to assess its value, urgency, dependencies, and size. The customer can then make an informed prioritization decision: the most valuable work may be selected for an upcoming sprint, while lower-value feedback remains ordered in the backlog for later consideration. This preserves a sustainable pace and protects the launch date unless stakeholders consciously decide that a scope-versus-date trade-off is worthwhile. Agile planning is iterative; scope is refined as learning occurs, and future sprint content is determined through backlog prioritization and sprint planning. This approach also maintains customer partnership and makes delivery decisions transparent instead of excluding feedback prematurely. PMI's Agile Practice Guide emphasizes prioritizing work based on value and continuously incorporating feedback through iterative delivery. See the PMI Agile resources and the Scrum Guide for the roles of the Product Backlog and ongoing prioritization.

QUESTION NO: 28

An agile team discovers a new risk and identifies that its impact may be severe. What should an agile practitioner recommend?

A. Add a goal to the current iteration to fully mitigate or control the risk.

B. Balance risk reduction and value adding activities in the next iteration.

C. Continue with the current plan to maintain team velocity.

D. Update the risk register and seek direction from a risk specialist.

ANSWER: B

Explanation:

Balance risk reduction and value adding activities in the next iteration. is the appropriate recommendation because agile risk management is integrated into ongoing planning and delivery rather than treated as a separate, purely administrative process. Once the team identifies a potentially severe risk, it should make the risk visible, assess its exposure, and deliberately include proportionate risk-reduction work in upcoming iteration planning alongside customer-value work. This enables the product owner and team to make an informed trade-off based on the risk's likelihood, impact, urgency, and the value of reducing uncertainty. Risk-reduction work may include a technical spike, a proof of concept, an architectural experiment, or an early integration activity. The goal is to reduce exposure as early as practical while preserving a sustainable flow of validated value. PMI's agile guidance emphasizes frequent feedback, incremental delivery, and continuous adaptation as mechanisms for identifying and managing uncertainty and risk. The Agile Practice Guide is available through PMI's Agile Standards and Resources page. The importance of regularly inspecting conditions and adapting plans is also reflected in the Principles behind the Agile Manifesto.

QUESTION NO: 29

A project's product owner asks the scrum master to facilitate the estimation activity. The scrum master then meets with the team and the product owner to clarify the user stories. Following the meeting, the team assembles and provides individual user-story estimates.

What technique did the team use?

A. Lessons learned

B. Wideband Delphi

C. Formal point counting

D. Planning poker

ANSWER: D

Explanation:

Planning poker is correct because it is a collaborative, relative-estimation technique used by agile teams to estimate product backlog items, including user stories. The product owner's involvement in clarifying the stories gives the delivery team the shared understanding needed to estimate the work. The scrum master facilitates the activity rather than supplying estimates or directing the team's technical judgment, which supports Scrum's self-managing team model.

In planning poker, each participating team member develops an independent estimate for a user story. Individual estimation is important because it draws on the team's diverse delivery knowledge and reduces the risk that one person's initial opinion anchors everyone else. The team then uses the estimates to reach an informed shared view of the story's relative size, complexity, effort, uncertainty, or risk. The technique is commonly performed using a predefined sequence of values, with estimates revealed and discussed as necessary until the team establishes an estimate.

This approach aligns with agile guidance that emphasizes collaborative estimation by the people who will perform the work and iterative refinement of the product backlog. See PMI's Agile Practice Guide resources and the Scrum Guide for the accountabilities of the Product Owner, Developers, and Scrum Master.

QUESTION NO: 30

In an Agile approach, project values are most effectively implemented when they are determined by the:

A. sponsor

B. team

C. project manager

D. methodology

ANSWER: B

Explanation:

team is correct because Agile approaches are founded on empowered, self-organizing teams that collaboratively establish and live the working agreements, behaviors, and practices that express project values. Values have their greatest practical effect when the people doing the work participate in defining how those values will guide daily decisions, such as collaboration, transparency, quality, feedback, and continuous improvement. Team ownership creates commitment rather than mere compliance, allowing the values to be applied thoughtfully as conditions change.

In PMI's agile guidance, servant leadership supports empowered teams and encourages shared responsibility for how work is performed. This aligns with the Agile Manifesto principle that the best architectures, requirements, and designs emerge from self-organizing teams. A team can revisit and improve its agreements during retrospectives, ensuring that its stated values remain visible and actionable throughout delivery. Establishing values collaboratively also supports psychological safety and open communication, both of which are essential to inspecting outcomes, adapting practices, and delivering customer value iteratively. See the Agile Manifesto Principles and PMI's guidance on agile teams.

QUESTION NO: 31

An agile project manager is working on a project to develop a customer service website. The project manager is organizing a workshop to plan the next release: To add the feature of receiving and resolving customer complaints. Which two actions should the project manager ask the team members to take before the workshop? (Choose two.)

A. Prepare an effort estimation for each story based on their technical expertise.

B. Compile a list of ideas to improve the velocity of the team so they can plan more story points in the next sprint.

C. Prepare a list of tasks required to accomplish the goal and the order in which they should be executed.

D. Read and identify user stories from the backlog that will contribute to accomplishing the goal.

E. Consider the possible risks of each selected user story and the value they add for the final user.

ANSWER: D E

Explanation:

"Read and identify user stories from the backlog that will contribute to accomplishing the goal" is appropriate preparation because release planning begins with a shared understanding of the intended outcome and the backlog items most relevant to it. For a complaints feature, team members should review candidate stories—such as submitting a complaint, routing it, tracking its status, and recording resolution—so the workshop can focus on selecting and sequencing work that supports the release objective. This enables a productive conversation with the product owner about scope, dependencies, assumptions, and expected outcomes.

“Consider the possible risks of each selected user story and the value they add for the final user” is also essential. Agile planning prioritizes work according to customer value while making uncertainty, technical risk, integration concerns, and external dependencies visible early. Evaluating both value and risk helps the team make informed release trade-offs and identify items that may need refinement, early validation, or risk-reduction work. These activities support value-driven delivery and adaptive planning rather than treating the workshop as a detailed task-assignment session. PMI describes agile practitioners as prioritizing and delivering value iteratively in its PMI-ACP certification overview; the Scrum Guide likewise emphasizes an ordered Product Backlog as the source of work and ongoing refinement of its items.

QUESTION NO: 32

A product owner has various items in a product backlog and does not know how to prioritize them. How should the agile practitioner coach the product owner?

A. Sort the stories in the backlog by descending story points and release the stories at the top of the list equal to the team's velocity.

B. Prioritize the most valuable product features in the backlog first.

C. Determine the features with the highest risk and release those first.

D. Determine which features comprise the smallest feature set that could be successful in the market and establish viability of the product.

ANSWER: B

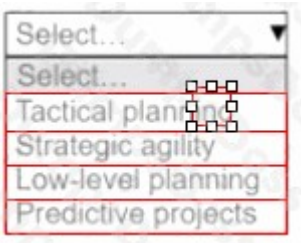
Explanation:

Prioritize the most valuable product features in the backlog first. Product backlog ordering is principally a product-value decision made by the product owner. The agile practitioner should coach the product owner to work with customers, users, sponsors, and the delivery team to understand which backlog items will provide the greatest value toward product goals, customer outcomes, and business objectives. Value can include revenue opportunity, user benefit, strategic alignment, cost avoidance, learning, and urgency. As knowledge changes, the product owner continually refines and reorders the backlog so that the team can select the most valuable available work for an upcoming iteration or release. This value-focused approach supports incremental delivery: stakeholders receive useful outcomes earlier, can inspect the result, and provide feedback that informs subsequent priorities. The Scrum Guide identifies the Product Owner as accountable for maximizing product value and for effective Product Backlog management, including ordering backlog items. PMI similarly emphasizes delivering value early and frequently as a core agile practice. See the Scrum Guide and PMI’s Agile resources and standards.

QUESTION NO: 33 - (HOTSPOT)

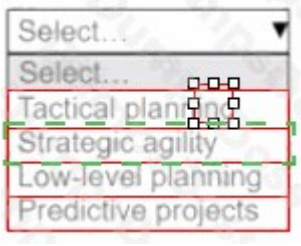
HOTSPOT

Organizations that implement agile project management focus on upgrading existing products and services through cost reductions, time savings, or quality enhancements for existing customers (i.e., operational agility). Organizations need to realize that the major financial gains from agile project management will result from the practice of what? (Select answer from dropdown)



ANSWER:

Answer:

Answer: 

Explanation:

Strategic agility is the correct selection because the question deliberately separates operational improvements from the broader, higher-value business impact of agility. Operational agility helps an organization improve what it already provides to existing customers. It can reduce cost, shorten delivery time, improve quality, and make internal processes more efficient. These benefits are valuable, but they generally optimize the current business rather than substantially changing its growth trajectory.

The larger financial benefit arises when agile practices enable the organization to sense changes in customers, markets, technology, and competitive conditions, then rapidly make informed strategic choices. Strategic agility supports testing new ideas, shifting investment toward opportunities with stronger value potential, adapting portfolios, and evolving products or services before market conditions make existing offerings less relevant. In this sense, agility is not merely a delivery-team technique; it becomes an organizational capability for deciding what valuable work to pursue and changing direction when evidence warrants it.

This is consistent with the PMI view that agility helps organizations respond effectively to uncertainty and deliver value through frequent learning and adaptation. The PMI Disciplined Agile guidance describes enterprise agility as extending beyond a single team or project and addressing how the organization adapts across its ways of working. Likewise, the PMI Pulse of the Profession emphasizes the importance of building adaptable capabilities that improve outcomes in changing environments. Selecting strategic agility therefore correctly identifies the practice most associated with major, sustained financial gains from agile project management.

QUESTION NO: 34

As part of the organizational change, all project teams within the digital channel's portfolio have been directed to move from 3-week iterations to 2-week iterations. The development team is frustrated as they think there will not be enough time to test. The product owner does not like this change as it will increase the number of ceremonies.

Which two actions should the scrum master take? (Choose two.)

A. Proactively engage the resource managers to lead the team and provide the required support.

B. Request the enterprise coach and human resources support the team with the transition.

C. Document the pros and cons and review with stakeholders to determine the dependencies.

D. Protect the team from disruptions and seek an exemption for status quo.

E. Assess the impacts of the change and brainstorm potential solutions.

ANSWER: B E

Explanation:

"Request the enterprise coach and human resources support the team with the transition" is appropriate because the change is organizational in scope and affects multiple teams. A Scrum Master supports effective adoption of agile ways of working and can use organizational coaching, training, and people-support functions to help the team build the capabilities needed for shorter iterations. This support can address concerns through coaching on sustainable delivery practices, cross-functional collaboration, and adapting team working agreements.

"Assess the impacts of the change and brainstorm potential solutions" is also appropriate because the Scrum Master should facilitate collaborative inspection and adaptation rather than simply impose a process change. The team can examine how a two-week cadence affects testing, refinement, planning, reviews, and retrospectives, then identify practical adjustments such as earlier testing, test automation, smaller slices of work, updated definitions of done, or streamlining ceremonies while

preserving their purpose. This creates shared ownership of an organizational constraint and enables an empirically informed response. The Scrum Guide describes the Scrum Master as accountable for establishing Scrum and improving the effectiveness of the Scrum Team; see The Scrum Guide. PMI also emphasizes coaching, collaboration, and continuous improvement in agile delivery; see PMI Agile standards and resources.

QUESTION NO: 35

A project team for a local government is transitioning from a predictive development life cycle to an iterative development life cycle. The project sponsor has informed the team lead that the subject matter expert (SME) for the financial functions of the solution is overallocated, so the team needs to convert the previously gathered requirements into user stories.

What should the agile lead do?

A. Explain that the testable acceptance criteria are included in each story and it is necessary for the expert to collaborate with the developers, testers, and product owner for common understanding of the solution.

B. Agree, and ask the developers to explain to the testers how the solution should perform for quality assurance. The testers will demonstrate to the stakeholders how the system should perform to gain acceptance.

C. Agree, because the developers can copy and paste the requirements and include the technical specifications and performance criteria while writing the stories to save time.

D. Explain to the project sponsor that the user stories should be assigned to the analysts, because they helped write the requirements and better understand them.

ANSWER: A

Explanation:

Explain that the testable acceptance criteria are included in each story and it is necessary for the expert to collaborate with the developers, testers, and product owner for common understanding of the solution. In an iterative agile environment, previously documented requirements are not simply rewritten by one role and handed to the delivery team. User stories represent a shared understanding of a user need and intended value, while acceptance criteria make the conditions of satisfaction explicit and testable. The financial SME is particularly important because this person can clarify business rules, regulatory constraints, calculations, exceptions, and priorities that may not be fully captured in predictive-life-cycle documentation. Although the SME is overallocated, the agile lead should help secure focused, timely collaboration rather than remove the SME from refinement entirely. Collaboration among the SME, product owner, developers, and testers supports a common understanding before implementation, enables effective splitting and refinement of stories, and gives testers a clear basis for validating completed work. This reflects agile's emphasis on close business-and-delivery collaboration and frequent feedback. PMI's agile guidance recognizes that requirements are progressively elaborated through collaboration, and the Agile Manifesto prioritizes customer collaboration and ongoing interaction between business stakeholders and developers. See the Agile Manifesto principles and PMI's product owner guidance.

QUESTION NO: 36 - (SIMULATION)

What is the risk of using agile in a distributed team?

A Frequent integration of work produced

B. Lack of shared knowledge of user stories

C. Need for more locations to learn agile

D. Unclear team structure

ANSWER: See the explanation for the answer

Explanation:

Answer: B. Lack of shared knowledge of user stories

Agile depends heavily on frequent, rich communication and shared understanding of customer needs and user stories. In a distributed team, distance, time-zone differences, and reduced face-to-face interaction can make it harder for team members to develop and maintain that common understanding.

Teams mitigate this risk through regular backlog refinement, shared collaboration tools, video discussions, clear acceptance criteria, and frequent communication.

QUESTION NO: 37

A team is delivering work as per the sprint plan, and team velocity is stabilized. However, at the end of the release, the customer is dissatisfied with project quality. What should the agile project manager have done to avoid this?

A. Invited end customers to attend the stand ups

B. Organized design review sessions with the customer to obtain sign-off

C. Held regular meetings with the product owner and project team to elicit detailed business requirements

D. Conducted frequent review meetings with the customer to continually enhance delivery effectiveness

ANSWER: D

Explanation:

“Conducted frequent review meetings with the customer to continually enhance delivery effectiveness” is correct because agile delivery relies on short feedback cycles to validate that the increment meets customer expectations, including expectations that may not be fully captured by velocity or conformance to a sprint plan. A stable velocity indicates that the team has a predictable delivery rate; it does not establish that the team is building a solution the customer considers high quality or valuable. Frequent reviews of completed, usable work give the customer an opportunity to inspect actual outcomes, provide timely feedback, and clarify quality expectations before a release is complete. The team can then adapt the product backlog, acceptance criteria, engineering practices, and upcoming work based on that feedback. This ongoing collaboration is central to empirical agile delivery: transparency of the increment, inspection with stakeholders, and adaptation based on what is learned. Regular customer reviews therefore reduce the risk of discovering a mismatch between delivered quality and customer expectations only at the end of the release. The Agile Manifesto emphasizes customer collaboration and frequent delivery, while the Scrum Guide describes the Sprint Review as a working session in which stakeholders inspect outcomes and determine appropriate adaptations. See the Agile Manifesto principles and the Scrum Guide.

QUESTION NO: 38

A project team is currently working on sprint seven of a release that is estimated to require twelve sprints to complete. The team has reviewed the stories for this sprint and discovered that it will require rework from previous sprints.

What should the scrum master do?

A project team is currently working on sprint seven of a release that is estimated to require twelve sprints to complete. The team has reviewed the stories for this sprint and discovered that it will require rework from previous sprints.

What should the scrum master do?

A. Ask the product owner to revisit the scope of the release and revise it so that the team can keep the current commitment schedule.

B. Ask the team to find a workaround so that they can continue with the current project management plan.

C. Advise the team to continue working on the sprints as the release plan has been set.

D. Ask the team to estimate the amount of rework needed so that adjustments can be made to both the project and release plan.

ANSWER: D

Explanation:

“Ask the team to estimate the amount of rework needed so that adjustments can be made to both the project and release plan” is the appropriate action because Scrum relies on transparency, inspection, and adaptation. The newly discovered rework is material information about the actual condition of the product and the remaining effort. Before stakeholders can make sound planning decisions, the team needs to understand the likely size of that effort and its impact on forecast capacity, upcoming Sprint Backlog selections, and the release forecast.

The Scrum Master supports this by facilitating a fact-based discussion and helping ensure that the plans remain visible and current. The Developers are best placed to estimate the technical effort because they own the work needed to meet the Definition of Done. Once the rework is estimated, the Product Owner and team can update the Product Backlog, reconsider sequencing and scope as needed, and communicate a realistic release projection. A release plan is a forecast rather than a fixed promise; it should be refined as empirical evidence emerges during delivery. This response preserves product quality while enabling timely, transparent adaptation based on the team’s current knowledge.

See the Scrum Guide for Scrum’s empirical pillars and adaptation expectations, and PMI’s Disciplined Agile resources for guidance on adaptive planning.

QUESTION NO: 39

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

Explanation:

Social awareness is the appropriate interpersonal skill because the project leader needs to recognize and understand the team members’ differing backgrounds, perspectives, preferences, and possible sensitivities before selecting a team-building activity. In an agile environment, effective collaboration depends on psychological safety, mutual respect, and an inclusive team culture. Social awareness, a component of emotional intelligence, helps a leader perceive group dynamics and empathize with people whose experiences may differ from their own. The leader can then plan an event that enables meaningful participation by all seven members rather than unintentionally favoring a particular culture, age group, communication preference, or personality style. This awareness also supports facilitation choices, such as providing varied ways to participate and creating an environment in which individuals feel respected and comfortable contributing. PMI emphasizes that project professionals need interpersonal skills and emotional intelligence to build productive relationships and foster effective teams. For further context, see PMI’s discussion of emotional intelligence in project management and its Agile Practice Guide, which highlights collaborative, people-centered agile practices.

QUESTION NO: 40

An agile project manager has noticed their teams declining morale, mistrust, and isolation over the last 6 months of working on a project. What should the agile project manager do to enhance productivity and create a cohesive team culture?

A. Develop a reward system related to position and years of experience.

B. Promote cross-training and mentoring among team members.

C. Introduce performance standards and evaluation methods.

ANSWER: B

Explanation:

Promote cross-training and mentoring among team members is the most appropriate response because the primary issue is team health: declining morale, mistrust, and isolation. Cross-training creates regular opportunities for people to work together, exchange skills, understand one another's work, and reduce dependence on isolated specialists. Mentoring further supports psychological safety and trust by establishing constructive relationships in which team members can seek help, share experience, and develop capability without fear of blame.

In an agile environment, a cohesive, cross-functional team is better able to swarm around work, adapt to changing priorities, and sustain delivery. Building shared knowledge also reduces handoffs and silos, which improves collaboration as well as resilience when individual team members are unavailable. The agile project manager should facilitate this through practices such as pairing, peer learning sessions, job rotation, communities of practice, and intentional mentoring relationships. These actions directly address the interpersonal conditions underlying productivity rather than treating productivity as only an individual-performance issue. PMI's Agile Practice Guide emphasizes empowered, collaborative teams and knowledge sharing as important agile characteristics. See PMI's Agile Practice Guide resources and the PMI discussion of agile principles.

QUESTION NO: 41

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

Explanation:

Self-organize is correct because the people doing the work are collectively responsible for deciding how selected iteration backlog items will be delivered. Once the product owner has established the priority and the team has selected work for the iteration, the cross-functional team collaborates to understand each user story, discuss the implementation approach, and break the work into the tasks necessary to achieve the iteration goal. This planning is not a top-down allocation exercise: team members use their technical knowledge, capacity, and shared understanding of the work to determine what needs to be done and who will take it on as work progresses.

Self-organization enables the team to create a realistic, transparent plan while retaining ownership of delivery. It also supports agile values of collaboration, adaptability, and empowered teams. The Scrum Guide describes Developers as responsible for creating a plan for the Sprint, commonly represented by the Sprint Backlog, and adapting that plan as more is learned during the Sprint. PMI's agile guidance similarly emphasizes empowered, self-organizing teams that plan and manage their work collaboratively. See the Scrum Guide and PMI's Agile Practice Guide resources.