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Topic Break Down

Topic	No. of Questions
Topic 1, Mindset	113
Topic 2, Leadership	296
Topic 3, Product	279
Topic 4, Delivery	439
Total	1127

QUESTION NO: 1

An agile team member from a cross-functional team has been unable to complete assignments due to tasks assigned by the functional manager.

What should the Scrum Master do?

A. Dismiss the team member

B. Discuss the situation with the functional manager

C. Report the functional manager to the project sponsor

D. Demand that the functional manager respect the project charter

ANSWER: B

Explanation:

Discuss the situation with the functional manager is the most appropriate action because the Scrum Master acts as a servant leader and facilitator who helps remove impediments affecting the team's ability to meet its Sprint Goal. In an organizational setting where a functional manager can assign work directly to a team member, competing assignments create a capacity, priority, and role-alignment issue. The Scrum Master should address this constructively through direct collaboration with the functional manager, making the impact on the team's current commitments visible and seeking agreement on priorities and availability.

This approach supports the Scrum values of respect, openness, focus, commitment, and courage. It also protects the team's ability to self-manage its work while recognizing that functional managers are important organizational stakeholders. The discussion should clarify the team member's allocation, the urgency of the functional work, and how to avoid unplanned work disrupting agreed Sprint commitments in the future. If needed, the Scrum Master can facilitate a broader conversation involving the Product Owner and relevant leaders to establish sustainable working agreements. The Scrum Guide describes the Scrum Master as accountable for removing impediments to the Scrum Team's progress and for improving interactions with the wider organization. See the Scrum Guide and PMI's Agile standards and resources.

QUESTION NO: 2

A team worked with a customer to estimate all user stories for the must have features. During release planning sessions, the customer indicated they prefer 3-week iterations that begin on Thursdays and end on Wednesdays. The team spent several days determining which stories should be developed for iteration 0 and understanding the customerâ€™s priorities for the remaining stories. The project sponsor attends the Friday meeting and requests a high-level estimate of when they can invite the chief executive officer (CEO) to a demonstration of the minimum viable product (MVP).

What should the team tell the sponsor at this point in the planning process?

A. They do not have enough information to estimate a date range yet but can provide the number of 3-week iterations required.

B. They can provide an anticipated date with the assumption that conditions will be ideal.

C. They can provide a broad range but cannot realistically set a target release date until the team's velocity stabilizes.

D. They will send an update when all of the stories are estimated and prioritized in the backlog.

ANSWER: C

Explanation:

They can provide a broad range but cannot realistically set a target release date until the team's velocity stabilizes. The team has estimated the must-have stories and has identified priorities, which provides an initial view of the amount of work required for an MVP. However, it has not yet completed enough iterations to establish an evidence-based delivery rate. Velocity is an observed measure of the work this specific team actually completes in a timebox; it should not be assumed solely from the iteration length or from story estimates. Therefore, the appropriate high-level forecast is a range that explicitly reflects current uncertainty. As the team completes iterations, it can use its demonstrated throughput, remaining backlog,

and any newly discovered work to refine the forecast and progressively increase confidence in a target date. This approach supports empirical planning: make an initial forecast from available information, inspect actual results frequently, and adapt projections as more reliable data becomes available. The Scrum Guide describes empiricism as basing decisions on what is observed and notes that progress toward goals must be inspected frequently: The Scrum Guide. PMI likewise identifies adaptive approaches as appropriate where plans evolve through iterative delivery and feedback: PMI: Agile Project Management Principles and Tools.

QUESTION NO: 3

Which of the following are 2 benefits of using personas during Agile product development? (Choose two.)

A. They create a shared understanding of target users

B. They replace the need for stakeholder feedback

C. They help the team make user-centered prioritization decisions

D. They provide individual productivity measures

ANSWER: A C

Explanation:

They create a shared understanding of target users is correct because a persona represents significant characteristics, goals, needs, and behaviors of a user group. It gives the team, Product Owner, and stakeholders a common reference for discussing who will use the product and what outcomes matter to that user.

They help the team make user-centered prioritization decisions is also correct. When backlog items are discussed in terms of the needs and value of specific users, the team can better evaluate whether a proposed feature solves an important problem. Personas do not replace direct customer feedback, detailed acceptance criteria, or backlog refinement; they support these activities by maintaining focus on users. See the Agile Alliance description of personas and the Principles behind the Agile Manifesto.

QUESTION NO: 4

Which one is NOT a reason to perform a Spike?

A. To perform basic research to familiarize the team with a new technology or domain

B. To analyze the expected behavior of a large story so the team can split the story into estimable pieces.

C. To defer a story until a later Sprint while still showing progress to the Product Owner

D. To do some prototyping to gain confidence in a technological approach

ANSWER: C

Explanation:

"To defer a story until a later Sprint while still showing progress to the Product Owner" is not a valid reason to perform a spike. A spike is a deliberately timeboxed investigation used when uncertainty prevents the team from reliably estimating, planning, or implementing a backlog item. Its purpose is to produce knowledge—for example, by researching an unfamiliar technology, exploring a problem domain, testing feasibility, or building a small prototype—and to use that learning to clarify or decompose subsequent work. A spike is therefore distinct from progress on the deferred product story itself: it should have a defined learning objective and a tangible outcome such as findings, a decision, a prototype, or improved estimates. If a story is simply postponed, the transparent approach is to leave it in the Product Backlog, order it appropriately, and communicate its status and rationale with the Product Owner. Calling a deferral a spike would obscure the actual state of delivery rather than reduce an identified uncertainty. PMI's agile guidance emphasizes using experiments and investigation to address uncertainty and enable informed planning, while the Scrum Guide describes the Product Backlog as the transparent, ordered source of future product work. See PMI's Disciplined Agile guidance and the Scrum Guide.

QUESTION NO: 5

Extreme Programming (XP) includes which of the following practices? (Choose three.)

A. Simple Design

B. Coding standards

C. Mange WIP

D. Sustainable Pace

E. Eliminate Waste

ANSWER: A B D

Explanation:

Extreme Programming includes **Simple Design**, **Coding standards**, and **Sustainable Pace** as core practices intended to maximize value while keeping software development adaptable and maintainable. Simple Design means creating the simplest solution that satisfies the current need, then improving its structure as requirements evolve. Coding standards establish shared conventions for writing code, enabling collective ownership and making code easier for all team members to read, modify, and maintain. Sustainable Pace, historically termed the “40-hour week,” promotes a consistent work rhythm that avoids prolonged overtime and supports quality, focus, and long-term team effectiveness. These practices reinforce XP’s empirical, feedback-driven approach: teams build working software in small increments, maintain a clean codebase, and preserve the capacity to respond to change. PMI’s agile guidance recognizes XP among the technical agile approaches that emphasize engineering discipline and frequent feedback. The Agile Alliance’s XP overview also identifies simple design, coding standards, and a sustainable pace as XP practices. See the Agile Alliance overview of Extreme Programming and the PMI Agile Practice Guide resources.

QUESTION NO: 6

Kanban means_____in Japanese?

A. User Story

B. Signal card

C. Visual card

D. Production Line

E. Signboard

ANSWER: E

Explanation:

Kanban means “signboard” in Japanese. The term is formed from the Japanese characters *kan* (sign or visual) and *ban* (board), reflecting the method’s central use of visible signals to make work and workflow transparent. In Lean systems, a kanban is commonly implemented as a card, bin, or electronic signal that authorizes replenishment or movement of work; however, its literal translation is “signboard,” not merely a particular kind of card. This visual-management foundation carries into Agile Kanban practices, where teams display work items and their flow through stages on a board, use explicit policies, and manage work in progress to improve flow. PMI’s Agile guidance recognizes Kanban as a pull-based approach that visualizes work and helps teams optimize delivery flow. The historical connection between the word and visual signaling is also reflected in descriptions of the Toyota Production System, in which kanban provides the signal for production or replenishment. See the Lean Enterprise Institute’s Kanban definition and Toyota’s overview of the Toyota Production System.

QUESTION NO: 7

A change made to the internal structure of software that makes it easier to understand and cheaper to modify but does not change its observable behavior is referred to as:

A. A Spike

B. Technical debt

C. A User Story

D. Refactoring

ANSWER: D

Explanation:

Refactoring is correct because it is the disciplined practice of improving a software system's internal design without altering its externally observable behavior. Teams refactor code to make it clearer, reduce unnecessary complexity, improve maintainability, and make future changes safer and less costly. The behavior-preservation requirement is fundamental: after refactoring, users and calling systems should receive the same functional results, even though the implementation may have been reorganized, simplified, or otherwise improved.

In agile development, refactoring is commonly performed continually as part of normal engineering work rather than deferred until a major cleanup phase. This supports sustainable delivery by keeping the codebase understandable and adaptable as requirements evolve. Typical refactoring activities include extracting a method to clarify responsibilities, renaming poorly expressed code elements, removing duplication, and reorganizing classes or modules while retaining the same verified functionality. Automated tests are especially valuable because they provide rapid confirmation that the existing behavior has not changed. Martin Fowler's definition describes refactoring as changing a program's internal structure without changing its observable behavior; the Agile Alliance likewise emphasizes improving code structure while preserving behavior. See Martin Fowler: Refactoring and Agile Alliance: Refactoring.

QUESTION NO: 8

The vice president (VP) of an organization has been asked by the chief information officer (CIO) to have their teams to embrace an agile approach to projects. The VP, however, often insists teams use a more predictive approach to project management which allows the project managers to do what they like.

How should an agile team member coach the VP and teams be more effective?

A. Coach the chief information officer (CIO) on implementation of agile benefits and expectations.

B. Coach the teams on implementation of agile benefits and expectations.

C. Coach the managers on implementation of agile benefits and expectations.

D. Coach the vice president (VP) on implementation of agile benefits and expectations.

ANSWER: D

Explanation:

Coach the vice president (VP) on implementation of agile benefits and expectations. is the best response because the VP is the immediate organizational leader whose decisions and behaviors directly shape whether the teams can genuinely adopt agile ways of working. Agile transformation requires more than asking delivery teams to use agile practices; it requires leaders to understand and support the operating conditions those practices need, including empowered, cross-functional teams, transparent feedback, iterative planning, and appropriate governance. Coaching the VP creates an opportunity to align leadership expectations with the CIO's direction and to address the VP's preference for predictive control at the level where that preference is being reinforced.

An agile team member should approach this coaching collaboratively, explaining how agile delivers value through frequent learning, stakeholder feedback, and adaptation rather than by giving project managers unrestricted discretion. The coaching can help the VP identify where predictive practices may still be appropriate while ensuring that teams are not prevented from using an agile approach when it is the selected fit. This reflects PMI's emphasis on tailoring and on leadership that enables effective team delivery. See PMI's guidance on agile leadership and the Agile Practice Guide.

QUESTION NO: 9

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” gives stakeholders a shared statement of the intended outcome, customer value, and purpose of the release. Establishing this common goal aligns planning decisions with the value the team is trying to deliver, rather than treating the release merely as a collection of work items. The goal also provides a basis for discussing scope choices and trade-offs as priorities or delivery conditions evolve.

“List of the user stories that will be part of the next releases” makes the planned scope visible at an appropriately detailed level. Stakeholders can see the user-centered capabilities expected in the release, understand what has been prioritized, and connect the release goal to specific deliverables. In agile planning, this list is a forecast based on current priorities and team capacity, and it can be refined as learning occurs. Together, a clearly understood goal and an ordered, visible set of planned user stories communicate both why the release matters and what is currently expected to be included. PMI describes release planning as a collaborative activity that considers prioritized work, estimates, and delivery forecasts, while emphasizing progressive elaboration and adaptation. See the PMI Agile Practice Guide resources and the PMI overview of agile project management principles and tools.

QUESTION NO: 10

Which chart shows the total number of story points completed through the end of each iteration?

A. Iteration Burndown chart

B. Cumulative story point Burndown chart

C. Daily Burndown chart

D. Burnup chart

ANSWER: D

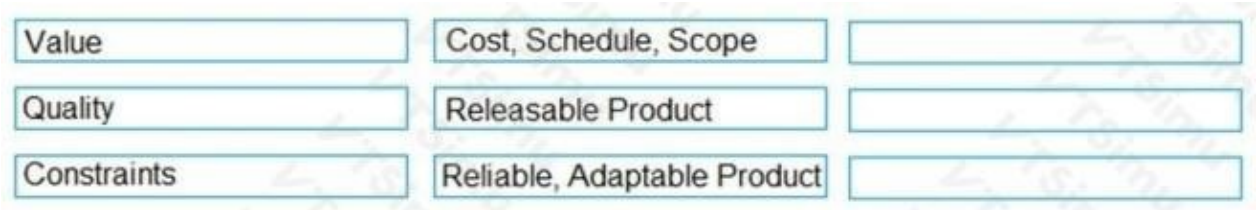
Explanation:

A Burnup chart shows the cumulative amount of work completed over time, so it directly displays the total story points finished by the end of each iteration. Its completed-work line rises as the team accepts or completes additional story points, making progress visible as an increasing total rather than as work remaining. Teams can compare this completed-work line with a scope line representing total planned work, which helps them see both delivery progress and any changes in scope. This is particularly useful for iteration and release tracking because stakeholders can readily identify how much value has been delivered at each point in time. PMI’s agile guidance emphasizes using transparent information radiators and flow-oriented metrics to help teams and stakeholders inspect progress and adapt plans. A burnup chart supports that objective by making completed work explicit and cumulative. For a definition and practical illustration of burnup charts, see Atlassian’s Burnup Chart guide. PMI’s Agile Practice Guide is available through PMI Agile resources.

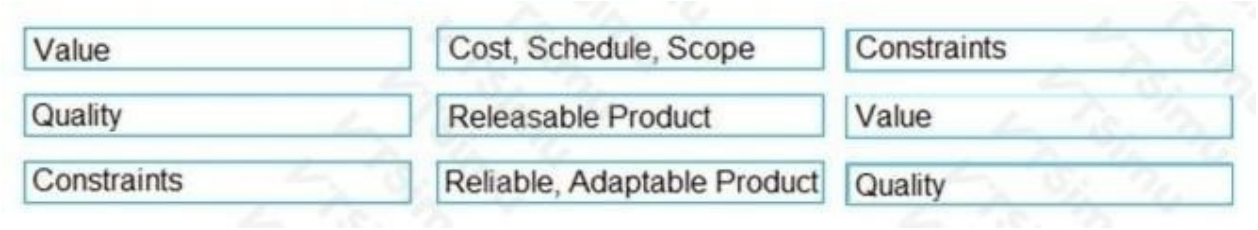
QUESTION NO: 11 - (DRAG DROP)

DRAG DROP

Match each component of the Agile Triangle (on the left) to its associated description (on the right)
Select and Place:



ANSWER:



Explanation:

The completed mapping correctly represents the Agile Triangle as a balance among value, quality, and constraints. Constraints are represented by cost, schedule, and scope because these are the practical boundaries within which a delivery effort operates. Agile teams must continuously make transparent trade-offs among these limits while planning, prioritizing, and adapting work.

Value is correctly associated with a releasable product. In Agile, value is realized by delivering usable product increments that can be released when appropriate, rather than treating progress as merely completing activity or producing documentation. A releasable increment gives the customer or organization an opportunity to obtain benefits, gather feedback, and make informed decisions about what to pursue next.

Quality is correctly associated with a reliable, adaptable product. Agile quality means the product is built to work dependably and to accommodate change as learning develops. Practices such as frequent integration, testing, technical collaboration, and maintaining a sustainable codebase support this outcome. A reliable and adaptable product allows the team to continue delivering value without creating avoidable future rework or slowing its ability to respond to changing needs.

Together, these relationships show that Agile delivery is not simply focused on meeting fixed constraints. It seeks to deliver valuable, releasable outcomes while preserving product quality and managing the realities of cost, schedule, and scope. This aligns with the Agile emphasis on frequent delivery of valuable working product described in the Principles behind the Agile Manifesto and with PMI's Agile guidance available through PMI Agile standards and resources.

QUESTION NO: 12

Which Agile method promotes the practice of risk-based Spike or Spike solutions?

A. Scrum

B. AgileUP

C. ADSM

D. Extreme Programming

ANSWER: D

Explanation:

Extreme Programming is correct because it explicitly uses spike solutions to investigate uncertain, complex, or technically risky work before committing to a full implementation. A spike is a short, focused experiment or prototype intended to answer a question, validate a technical approach, estimate effort more reliably, or reduce a significant delivery risk. The team timeboxes the investigation and captures the learning needed to make an informed decision; it is not intended to become a production-quality feature by itself. This practice supports XP's emphasis on rapid feedback, simple design, and making technical uncertainty visible early, when its impact can be managed effectively. For example, a team may create a spike to test whether an external service can support a required authentication flow, or to determine the performance characteristics of a proposed architecture. The resulting knowledge helps the team refine backlog items, estimates, and implementation plans. The Agile Alliance defines a spike as work undertaken to answer a question or gather information, and identifies spike solutions as an XP practice. See the Agile Alliance Spike glossary and Agile Alliance overview of Extreme Programming.

QUESTION NO: 13

What Agile concept expresses delivering value in slices rather than in layers/stages?

A. Definition of Done

B. Value Mapping

C. Sashimi

D. Lean Value

ANSWER: C

Explanation:

Sashimi describes creating a thin, end-to-end slice of functionality that is complete enough to deliver stakeholder or customer value. Rather than organizing work as separate horizontal layers—such as completing all analysis, then all design, then all development, and then all testing—the team takes a small feature through the relevant activities needed for it to be potentially usable. This is often called a vertical slice because it crosses the necessary disciplines, components, and workflow stages for one narrowly defined capability.

The concept supports Agile's emphasis on frequent delivery of working product increments and rapid feedback. A sashimi-style item is small, independently valuable, and integrated sufficiently to demonstrate real behavior, enabling stakeholders to validate assumptions early and allowing the team to inspect results and adapt priorities. This approach also reduces the risk of accumulating partially completed work that cannot yet be released or evaluated. It aligns with the Agile Manifesto principle of delivering working software frequently and with Scrum's expectation that each increment be usable and meet the Definition of Done. See the Agile Manifesto principles and the Scrum Guide for the underlying delivery and increment expectations.

QUESTION NO: 14

Sprints lengths can vary each Sprint as long as they don't exceed a month.

A. True

B. False

ANSWER: B

Explanation:

False is correct because a Sprint is a fixed-length event, not merely an event with a maximum duration of one month. In Scrum, the team selects a Sprint duration of one month or less and maintains that same duration throughout the development effort. A consistent cadence establishes a dependable rhythm for planning, daily coordination, review, and retrospective activities. It also makes delivery timing, forecasting, stakeholder expectations, and the inspection of progress more predictable. The selected length should be short enough to manage uncertainty and enable frequent feedback, while still allowing the team to create a meaningful Increment of value. Teams may select a different Sprint length when beginning a new product-development context or changing their Scrum implementation, but individual Sprints within the same

development effort are intended to have a consistent duration. This distinction is important for PMI-ACP practitioners: timeboxing is not only a maximum-duration constraint; it creates a regular, repeatable feedback cycle that supports empirical planning and adaptation. The Scrum Guide explicitly states that Sprints are fixed-length events of one month or less and have a consistent duration throughout a development effort. See the official Scrum Guide and PMI's PMI-ACP certification overview.

QUESTION NO: 15

Which of the following practices help build quality into an Agile product? (Choose three.)

A. Automated regression testing

B. Continuous integration

C. Peer review or pair programming

D. Deferring integration until all planned features are complete

E. Testing only after the release is approved

ANSWER: A B C

Explanation:

Automated regression testing, **continuous integration**, and **peer review or pair programming** help teams build quality into the product throughout development. Automated regression tests provide rapid feedback when changes affect existing behavior. Continuous integration detects integration problems early by frequently building and testing changes in a shared codebase. Peer review and pair programming improve knowledge sharing and identify defects or maintainability concerns while work is being created.

These practices shift quality activities earlier and reduce reliance on a final inspection phase. Agile teams use them with clear acceptance criteria and a Definition of Done to produce usable increments consistently. See the Agile Alliance overviews of continuous integration and pairing.

QUESTION NO: 16

Pick roles that support the Scrum Master in removing impediments. (Choose two.)

A. The Development Team

B. Senior Management

C. The Product Owner

D. The Customer

ANSWER: A B

Explanation:

The Development Team and Senior Management support the Scrum Master's work to remove impediments. The Development Team is closest to the day-to-day work and can identify obstacles early, resolve technical or team-level issues within its control, and make impediments visible so that they receive prompt attention. This active ownership helps preserve flow and enables the team to meet its Sprint Goal. Senior Management can help when impediments exceed the Scrum Team's authority, such as organizational policies, funding constraints, cross-functional staffing needs, governance decisions, or dependencies involving other departments. Their sponsorship and influence can remove systemic barriers that cannot be addressed solely within the delivery team.

The Scrum Master remains accountable for causing impediments to be removed, but effective impediment management is collaborative. Scrum emphasizes a self-managing team that addresses what it can directly, while organizational leaders help create an environment in which Scrum can succeed. This combination enables both immediate operational obstacles and

broader organizational constraints to be addressed. See the Scrum Guide for the Scrum Master's accountability for causing impediments to be removed, and PMI's Agile Project Management Practices for agile leadership and organizational support concepts.

QUESTION NO: 17

A software development team is working in an environment in which increased competition, demanding customer expectations, and new technological developments pose significant challenges.

How should the team plan improvements to their product?

A. Follow the project schedule created at the start of the project.

B. Hold regular retrospectives and have team members commit to specific actions.

C. Allow team members to choose improvement items and trust their judgment.

D. Encourage team members to write code that is tightly coupled together.

ANSWER: B

Explanation:

"Hold regular retrospectives and have team members commit to specific actions." is correct because an Agile team needs a deliberate, recurring mechanism for inspecting its current ways of working and adapting in response to changing market conditions, customer needs, and technology. Retrospectives provide that mechanism. They create dedicated time for the whole team to examine outcomes, identify improvement opportunities, select the changes with the greatest value, and agree on practical actions that can be applied in the next iteration.

Having team members commit to specific actions is essential because improvement ideas alone do not create change. Clear, owned actions turn retrospective learning into observable experiments and help the team assess whether a change improved product delivery, quality, collaboration, or responsiveness. The team can review those actions in later retrospectives, retain beneficial practices, and adjust approaches that did not produce the expected result. This establishes continuous improvement as an ongoing feedback loop rather than a one-time planning activity. The Agile Manifesto explicitly emphasizes responding to change, while PMI's Agile guidance describes retrospectives as a key practice for team learning and adaptation. See the Agile Manifesto principles and PMI's Agile Practice Guide.

QUESTION NO: 18

The 3 items are required for an Agile, adaptive environment: (Choose three.)

A. People

B. Process

C. Product

D. Tools

E. Technology

ANSWER: A B C

Explanation:

An Agile, adaptive environment integrates **People**, **Process**, and **Product**. People are the foundation because Agile work depends on empowered, cross-functional teams that collaborate closely, make timely decisions, and continuously learn. Adaptive delivery is not achieved merely by following a prescribed method; it requires team members and stakeholders to communicate frequently and respond constructively to feedback and change.

Process provides a lightweight but disciplined way to turn that collaboration into dependable delivery. Iterative planning, short feedback cycles, frequent inspection, and adaptation enable the team to learn from actual results and adjust its approach as conditions evolve. The product is equally essential because it is the source of customer value and the focus of ongoing validation. Teams incrementally build and evaluate useful product outcomes, using stakeholder feedback to refine priorities and ensure that the work remains aligned with needs.

PMI describes Agile approaches as emphasizing iterative delivery, feedback, collaboration, and adaptation in order to deliver value effectively. These elements collectively support the people, process, and product perspective in an adaptive environment. See PMI's Agile standards and resources and the Manifesto for Agile Software Development.

QUESTION NO: 19

When maintaining the product backlog, this role represents the interests of the stakeholders, and ensures the value of the work completed:

A. Scrum Master

B. Agile Project Manager

C. Product Owner

D. Sponsor

ANSWER: C

Explanation:

The **Product Owner** is accountable for maximizing the value of the product resulting from the Scrum Team's work. A central part of this accountability is effective Product Backlog management: establishing and clearly communicating the product goal, creating and ordering backlog items, and ensuring that the backlog is transparent, visible, and understood. By continuously engaging with customers, users, sponsors, and other stakeholders, the Product Owner represents stakeholder needs and priorities in decisions about what the team should work on next.

"Ensures the value of the work completed" does not mean the Product Owner personally performs or accepts every technical activity. Rather, this role makes value-based prioritization decisions so the team invests its effort in the most important opportunities, considering outcomes, feedback, risk, market conditions, and organizational objectives. The Product Owner may delegate aspects of backlog management, but remains accountable for the resulting value and for effective backlog management. This aligns with Scrum's definition of the role and with PMI's emphasis on delivering value incrementally through frequent stakeholder collaboration and reprioritization. See the Scrum Guide and PMI's Product Owner role guidance.

QUESTION NO: 20

Which two behaviors demonstrate servant leadership in an Agile environment? (Choose two.)

A. Removes organizational impediments beyond the team's authority

B. Facilitates team decisions without taking ownership away from the team

C. Assigns tasks to ensure each person remains fully utilized

D. Approves all technical decisions before implementation begins

ANSWER: A B

Explanation:

A servant leader **removes organizational impediments beyond the team's authority** and **facilitates team decisions without taking ownership away from the team**. These behaviors enable an empowered team to deliver value while ensuring that barriers requiring wider organizational influence are addressed. The leader supports the team's growth, collaboration, and continuous improvement rather than directing every technical or operational decision.

Servant leadership is not passive. It requires active listening, coaching, facilitation, and action to create an environment in which the team can succeed. The Scrum Guide identifies the Scrum Master's accountability for causing impediments to be removed and for improving the effectiveness of the Scrum Team. See the Scrum Guide.

QUESTION NO: 21

A team worked with a customer to estimate all user stories for the must have features. During release planning sessions, the customer indicated they prefer 3-week iterations that begin on Thursdays and end on Wednesdays. The team spent several days determining which stories should be developed for iteration 0 and understanding the customer's priorities for the remaining stories. The project sponsor attends the Friday meeting and requests a high-level estimate of when they can invite the chief executive officer (CEO) to a demonstration of the minimum viable product (MVP).

What should the team tell the sponsor at this point in the planning process?

A. They do not have enough information to estimate a date range yet but can provide the number of 3-week iterations required.

B. They can provide an anticipated date with the assumption that conditions will be ideal.

C. They can provide a broad range but cannot realistically set a target release date until the team's velocity stabilizes.

D. They will send an update when all of the stories are estimated and prioritized in the backlog.

ANSWER: C

Explanation:

They can provide a broad range but cannot realistically set a target release date until the team's velocity stabilizes. The team has estimated the must-have stories and has begun release planning, so it can use the current scope, priorities, iteration length, and assumptions to communicate an early forecast for the MVP. A range is appropriate because the estimates represent uncertainty and the team has not yet completed enough iterations to establish an evidence-based delivery rate.

Velocity is an empirical measure of the amount of estimated work a specific team actually completes in an iteration. Before the team has delivered through several iterations, using an assumed or ideal velocity to convert story estimates into a calendar commitment would create unjustified precision. Iteration 0 planning and backlog prioritization help form the initial forecast, but they do not establish the team's sustainable capacity or expose delivery risks that will affect the MVP date. The sponsor can therefore receive a useful planning range now, with the explicit expectation that the range will be refined as actual iteration results become available. This applies agile forecasting through transparency, inspection, and adaptation rather than presenting an unsupported fixed date. PMI describes adaptive approaches as using short cycles and frequent feedback to refine plans; see PMI Agile Standards and PMI's overview of agile project management principles.

QUESTION NO: 22

On an agile project, it is important to identify and engage business stakeholders throughout the project and to ensure the team understands the stakeholders ' business needs. Which option supports this idea?

A. A project charter should be established and reviewed throughout the project life cycle to ensure the accurate documentation of stakeholders ' interests and expectations.

B. A product backlog should be created to list the project requirements from all of the project stakeholders.

C. An Agile Manifesto should be created to document the project stakeholders, their desired outcomes, and identified risks.

D. A user story should be created for all key stakeholders to list their individual business objectives and needs.

ANSWER: B

Explanation:

A product backlog should be created to list the project requirements from all of the project stakeholders. is correct because the product backlog provides a transparent, evolving repository for the work needed to deliver product value. It

captures stakeholder needs as backlog items, often expressed as user stories, and makes those needs visible to the product owner and delivery team. The product owner continuously orders the backlog to reflect value, urgency, learning, risk, and changing business priorities.

Stakeholder engagement is therefore not limited to an initial requirements-gathering event. Stakeholders can review increments, provide feedback, clarify needs, and influence subsequent backlog refinement and ordering. This ongoing feedback loop helps the team maintain a shared understanding of the business problem and ensures that upcoming work remains aligned with stakeholder expectations. The backlog also supports conversations about scope and priorities without treating requirements as fixed at the start of the project.

This use of a continuously refined and ordered backlog is consistent with Scrum guidance on the Product Backlog and PMI's agile guidance on delivering value iteratively. See the Scrum Guide and PMI's Agile Practice Guide.

QUESTION NO: 23

User Stories are:

A. Negotiable

B. Baselined and not allowed to change

C. Created by the Agile Project Manager

D. The foundation of the roadmap

ANSWER: A

Explanation:

Negotiable is correct because a user story is intentionally a short, lightweight expression of a user need, rather than a complete, fixed requirements specification. Its wording serves as a reminder to hold a continuing conversation among the customer or product owner, developers, and other relevant stakeholders. Through that conversation, the team adds detail, clarifies scope, and establishes acceptance criteria close enough to implementation to make informed decisions.

In agile delivery, learning from feedback, evolving business conditions, and technical discovery can legitimately change the understanding of a story. Therefore, the story's content and implementation details remain open to collaboration and refinement until the team is ready to deliver it. This supports the Agile Manifesto principle of welcoming changing requirements, even late in development, and enables the backlog to be continually refined and ordered according to current value. The commonly used INVEST guideline also identifies "Negotiable" as a key quality of an effective user story: it invites discussion rather than functioning as a contract with immutable detail. PMI's agile guidance similarly emphasizes adaptive planning, stakeholder engagement, and iterative feedback over attempting to define all requirements upfront.

References: Agile Manifesto Principles; PMI Agile Standards and Resources.

QUESTION NO: 24

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 this is a portfolio-wide organizational change rather than an issue isolated to one Scrum Team. An enterprise agile coach can help teams adapt their practices, improve flow, and preserve quality as the cadence changes. Human resources support may also be useful where the change requires training, role support, or broader change-management assistance. The Scrum Master acts as a change agent and helps the organization create conditions in which teams can succeed.

“Assess the impacts of the change and brainstorm potential solutions.” is also appropriate because the concerns raised are real adaptation issues that should be explored collaboratively. The Scrum Master should facilitate the team’s examination of testing capacity, backlog refinement, story slicing, automation, definition of done, and ways to make Scrum events focused and effective. A two-week Sprint does not require a reduction in quality; instead, it requires work to be planned and sized so that completed increments continue to meet the agreed definition of done. Scrum event timeboxes are scaled to Sprint length and are intended to support inspection, adaptation, and transparency. See the Scrum Guide and PMI’s Disciplined Agile resources.

QUESTION NO: 25

A project team has a senior subject matter expert (SME) who is comfortable with data integration. The SME is not inclined to perform regression testing because the SME feels that performing regression testing is more of a junior duty.

What should the Scrum Master do?

A. Explain to the SME the importance of being a team player, that the tasks are assigned by the Scrum Master, and work should not be refused.

B. Acknowledge that the SME has a valid point from an efficiency point of view and will perform better staying as a specialist.

C. Leverage a separate testing team altogether to assist with all testing to ensure consistent results.

D. Explain to the team the importance of reducing specialization and bottlenecks and that every team member shares responsibility for delivering quality.

ANSWER: D

Explanation:

Explain to the team the importance of reducing specialization and bottlenecks, and that every team member shares responsibility for delivering quality. This reflects the Agile principle of building a cross-functional team that collectively owns the work needed to produce a usable increment. Regression testing is an essential activity for maintaining product quality and validating that changes have not harmed existing functionality; it is not work that should be categorized by seniority. A senior SME’s expertise can be particularly valuable in identifying integration risks, improving automated regression coverage, and helping the team strengthen its quality practices.

The Scrum Master should foster a team environment in which people collaborate across skill boundaries, develop broader capabilities, and help remove constraints that slow delivery. This does not mean that every person has identical skills; rather, the team avoids depending exclusively on a specialist for one category of work while treating other necessary work as beneath particular members. Shared accountability for a Done, quality product increment supports flow, resilience, and sustainable delivery. The Scrum Guide describes Developers as accountable for creating a usable Increment each Sprint and instilling quality through adherence to the Definition of Done. See the Scrum Guide and PMI’s Agile Practice Guide.

QUESTION NO: 26

The trend of work remaining across time in a Sprint, a release, or a product, with work remaining tracked on the vertical axis and the time periods tracked on the horizontal axis is called a _____.

A. Burndown Chart

B. Burnup Chart

C. Progress Chart

D. Parking Lot Chart

ANSWER: A

Explanation:

Burndown Chart is correct because it visualizes the amount of work still remaining over a defined period, such as a Sprint, release, or product increment. Its vertical axis represents remaining work—often estimated in story points, hours, or item count—while its horizontal axis represents time. As completed work accumulates, the plotted remaining-work value generally trends downward toward zero. This makes the chart a simple, transparent forecasting and inspection tool for an agile team: it helps the team see whether its current pace is likely to meet the Sprint Goal or planned delivery date and supports timely adaptation when the trend indicates a risk.

PMI describes agile measurement as emphasizing visible information radiators and empirical progress tracking. A burndown chart specifically focuses on the work left to do rather than the amount completed, matching the axis definitions in the question. The Scrum Guide also identifies the Sprint Backlog as a real-time picture of the work that the Developers plan to accomplish during the Sprint; a burndown chart can make that evolving picture readily understandable to stakeholders. See the PMI guidance on agile measurements and the official Scrum Guide.

QUESTION NO: 27

What are the three components of an Agile Project Charter? (Choose three.)

A. Success Criteria

B. Vision

C. Objectives

D. Scope

E. Mission

F. Risks

ANSWER: A B E

Explanation:

An Agile Project Charter establishes a shared, lightweight foundation for the work rather than attempting to define every requirement or detailed plan at the outset. **Vision** is a concise statement of the desired future state or value the project intends to create. It gives the team and stakeholders a common direction and supports ongoing prioritization decisions. **Mission** describes the project's purpose: what the initiative will do, for whom, and the broad approach through which it will pursue the vision. Together, the vision and mission align the team around both the intended outcome and its fundamental purpose.

Success Criteria make the charter actionable by identifying the measurable or observable conditions that will demonstrate that the initiative has achieved its intended value. These criteria create a shared basis for evaluating outcomes, validating benefits, and determining whether the work has met stakeholder expectations. Agile charters are intentionally concise and evolve through collaboration, while retaining alignment on purpose, desired outcomes, and how success will be recognized. PMI's Agile guidance emphasizes establishing a common vision and value focus, and PMI describes a project charter as the document that formally authorizes work and provides high-level direction. See PMI Agile standards and resources and PMI's Agile project charter guidance.

QUESTION NO: 28

A member of a cross-functional project team is not able to attend regular status meetings and provide progress updates, which is impacting the productivity of the entire team. What should the product owner do to improve productivity?

A. Discuss the issue to reduce the backlog based on decreased productivity of the team.

B. Collect updates from each team member before the meeting and share them with all members.

C. Ask the team member to update daily progress on the information radiators.

D. Change the team velocity to show positive progress in shared information radiators.

ANSWER: C

Explanation:

Ask the team member to update daily progress on the information radiators. An information radiator is a highly visible, shared display of the team's current work and workflow, such as a task board, Kanban board, sprint board, cumulative-flow diagram, or digital equivalent. Keeping it current makes work status, progress, dependencies, and impediments transparent to the whole cross-functional team without requiring everyone to rely exclusively on attendance at a recurring status meeting.

In this situation, a daily update by the unavailable team member provides an effective asynchronous communication path. Other team members can see which items are in progress or blocked, coordinate handoffs, and adjust their work promptly. This supports Agile's emphasis on transparent information flow, frequent feedback, and enabling teams to organize their work collaboratively. The update should reflect the actual state of work so that the shared visual management system remains a reliable basis for decisions and coordination.

PMI describes visual management tools and information radiators as approaches that make work and progress visible, improving communication and collaboration. See PMI's Agile standards and practice resources and the Agile Alliance overview of information radiators.

QUESTION NO: 29

An organization is shifting to an agile delivery methodology. An agile project manager has been assigned to the transformation project.

What should the agile project manager do to ensure a high level of adoption?

A. Focus on not just the " what, " but also the " how " of delivering projects.

B. Ensure that there is buy-in from senior management to adopt agile.

C. Identify strong product owners to ensure project teams are delivering value.

D. Train the team on the fundamentals of the agile mindset and principles.

ANSWER: D

Explanation:

"Train the team on the fundamentals of the agile mindset and principles." is correct because sustainable agile adoption depends on people understanding and applying the values that guide agile ways of working, rather than merely following a new set of ceremonies or templates. A transformation project needs to build shared knowledge of concepts such as iterative delivery, frequent feedback, collaboration with customers, transparency, empowered teams, and continuous improvement. This foundation helps team members make appropriate day-to-day decisions when a situation is not covered by a prescribed process.

Training also creates a common vocabulary across the organization and supports the behavioral change needed for agile to become an operating model rather than a short-lived implementation. The Agile Manifesto emphasizes values including individuals and interactions, customer collaboration, and responding to change; learning these values enables teams to understand the purpose behind agile practices and adapt them responsibly. The PMI Agile Practice Guide likewise presents agile as a mindset supported by principles and practices, and identifies training and coaching as important enablers during organizational change. See the Manifesto for Agile Software Development and PMI's Agile standards and practice resources.

QUESTION NO: 30

Osmotic communication is when team members obtain information from overhead conversations.

A. True

B. False

ANSWER: A

Explanation:

“True” is correct. Osmotic communication describes the passive, ambient flow of useful information among people who work in close proximity. Team members may absorb context, progress updates, decisions, risks, and emerging issues simply by overhearing relevant conversations, without being directly included in every discussion. The term uses the metaphor of osmosis: information naturally permeates the shared team environment.

In agile ways of working, this communication effect is supported by colocated or highly collaborative team arrangements, where frequent informal interaction complements planned ceremonies and written artifacts. It can improve shared understanding and reduce the delay and overhead associated with routing every piece of information through formal channels. A team still needs intentional communication for important decisions and for remote participants, but incidental overhearing is the defining characteristic of osmotic communication. PMI’s agile guidance emphasizes close collaboration, frequent communication, and transparent information flow as key characteristics of effective agile teams. See PMI’s Agile Practice Guide resources and the Agile Alliance’s discussion of osmotic communication.

QUESTION NO: 31

Identify the three components of the Agile Triangle. (Choose three.)

A. Quality

B. Value

C. Cost

D. Constraints

E. Scope

F. Leadership

ANSWER: A B D

Explanation:

The Agile Triangle consists of **Value**, **Quality**, and **Constraints**. It reframes the traditional project-management emphasis on controlling a fixed scope, schedule, and cost baseline. In an agile environment, teams prioritize delivering the greatest possible value to customers and the organization, using frequent feedback and incremental delivery to validate that the work remains worthwhile. Quality is an integral part of the product and delivery process rather than a variable that can be traded away to meet a date; agile teams build quality in through practices such as clear acceptance criteria, testing, continuous integration, and regular inspection. Constraints represent the real boundaries within which the team operates, such as available funding, time, capacity, technology, regulatory requirements, and organizational conditions. With those constraints understood, the team can collaborate with stakeholders to adapt scope and sequence work toward the highest-value outcomes while maintaining quality. This perspective supports agile’s empirical, value-driven approach and helps product decisions focus on benefits rather than merely completing a predefined list of features. PMI discusses value delivery as a central project-management principle in its PMBOK® Guide resources; the Agile Alliance also summarizes agile principles focused on customer value and continuous delivery at Agile 101.

QUESTION NO: 32

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:

“Invite the customer to the sprint planning meeting to explain what is deemed most critical to their business” is appropriate because direct customer collaboration helps the product owner and developers build a shared understanding of the business outcomes behind the agreed success criteria. This enables the team to select work that is most likely to deliver customer value early, while retaining the ability to clarify assumptions and refine priorities as more is learned. Sprint Planning establishes why the Sprint is valuable and what can be done during it; active stakeholder engagement can usefully inform that discussion.

“Refine the product backlog and identify the Minimum Viable Product” is also appropriate. Backlog refinement makes backlog items clearer, smaller, and better ordered so that the team can make informed implementation choices. Identifying an MVP focuses initial development on the smallest coherent set of capabilities that can test the product’s value proposition and support learning from customer feedback. Together, ongoing refinement and MVP-focused prioritization translate launch success criteria into an actionable sequence of high-value work rather than attempting to define all detailed iteration goals in advance. PMI’s agile guidance emphasizes value-driven delivery, frequent feedback, and progressive elaboration. See the PMI Disciplined Agile resources and the Scrum Guide for backlog ordering, Sprint Planning, and iterative value delivery concepts.

QUESTION NO: 33

What is the sequence of Tuckman’s stages of team formation and development progress?

A. Storming

B. Performing

C. Norming

D. Forming

ANSWER: A B C D

Explanation:

Tuckman’s model describes a team’s typical developmental progression as **Forming, Storming, Norming, and Performing**. Therefore, the correct sequence is represented collectively by “Forming,” followed by “Storming,” then “Norming,” and finally “Performing.” In the Forming stage, people come together, seek clarity about the work, and begin establishing relationships. Storming follows as team members work through differing viewpoints, priorities, and approaches. As collaboration becomes more established, the team enters Norming, where shared practices, expectations, and working agreements support more consistent cooperation. In Performing, the team can concentrate effectively on delivering outcomes, adapting its work, and solving problems with a high degree of autonomy and collaboration. Agile practitioners should understand these stages because healthy agile teams benefit from deliberate support as they establish trust, resolve conflict constructively, and develop effective ways of working. Team development is not always strictly linear; teams can revisit earlier dynamics when membership, goals, or circumstances change. However, the recognized foundational sequence remains Forming, Storming, Norming, Performing. PMI discusses team development and collaborative agile team practices

in its Agile Standards and Resources, while the model's original research is documented by Bruce Tuckman in Developmental Sequence in Small Groups.

QUESTION NO: 34

During a project meeting, a team is faced with a difficult decision. After discussion and deliberation, the project leader makes the final decision and ends the discussion. This causes a team member to withdraw from future collaboration.

How could the project leader have avoided this?

A. Led by example by encouraging the team to engage in consensus-driven decision making

B. Iterated the need for agile teams to make quick decisions, then followed up with that team member

C. Empowered a team member to facilitate decision making, then made a final decision on behalf of the team

D. Refrained from participating in the team's decision-making process, except to document and communicate results

ANSWER: A

Explanation:

"Led by example by encouraging the team to engage in consensus-driven decision making" is correct because agile leadership emphasizes collaboration, shared ownership, and psychologically safe participation rather than a leader unilaterally resolving decisions that the team is equipped to make. In this situation, the team member's subsequent withdrawal signals that their contribution or agency was not adequately respected. By modeling inclusive behavior and facilitating a consensus-oriented process, the project leader would help the team openly explore concerns, understand differing perspectives, and work toward a decision that members can support or at least commit to implementing.

Consensus does not require unanimous enthusiasm or endless discussion. It means using transparent facilitation to seek broad agreement, surface objections, and ensure everyone has a meaningful opportunity to influence the outcome. This approach builds trust and reinforces the agile principle that capable, self-organizing teams make decisions collaboratively. It also supports sustained engagement: when people see that discussion is genuine and their expertise affects outcomes, they are more likely to continue contributing constructively during future decisions. PMI describes agile approaches as emphasizing collaboration and empowered teams in its Agile Practice Guide resources. The Agile Manifesto likewise values individuals and interactions, a principle directly supported by inclusive, consensus-driven team decision-making: Agile Manifesto Principles.

QUESTION NO: 35

Spike solutions are appropriate when:

A. the business requirements are vague or inadequate for an iteration.

B. a technology is understood well and has been used for a while, but needs a problem to be debugged.

C. there is insufficient time to refactor, but there is a need to resolve a specific problem.

D. a specific technical question needs to be answered, stopping work on the spike as soon as it answers that question.

ANSWER: D

Explanation:

A spike solution is appropriate when a specific technical question or uncertainty must be investigated before the team can reliably estimate, design, or implement the related work. A spike is a short, timeboxed research or experimentation activity intended to produce knowledge rather than a production-ready feature. Its scope should be narrowly framed around the question to answer, such as determining whether an integration is feasible, identifying an architecture approach, or assessing the behavior of an unfamiliar tool. The team stops the spike once it has obtained sufficient information to make an informed decision, clarify subsequent backlog items, or proceed with implementation. This preserves the empirical, iterative nature of agile delivery: uncertainty is made visible, explored within a controlled time limit, and converted into actionable

learning. The Scrum Guide describes work emerging through inspection and adaptation, while agile practice resources commonly characterize spikes as timeboxed investigations that reduce technical uncertainty. See the Scrum Guide and the Agile Alliance's discussion of spikes.

QUESTION NO: 36

On an Agile team, the project leader works to remove impediments from blocking the team's progress. This is known as what type of leadership?

A. Servant

B. Command and control

C. Consensus-driven

D. Functional management

ANSWER: A

Explanation:

Servant leadership is correct because an Agile leader enables the team's effectiveness rather than directing every aspect of its work. A central responsibility of this leadership approach is identifying, escalating, and removing impediments that prevent the team from delivering value. By clearing organizational obstacles, facilitating access to needed resources or decisions, and protecting the team's ability to focus, the leader serves the team and supports its self-management.

PMI's Agile guidance emphasizes that Agile leaders adopt a servant-leader mindset: they lead through service, coaching, facilitation, and empowerment. This approach helps create an environment in which team members can collaborate, make day-to-day decisions, continuously improve, and maintain a sustainable delivery pace. Removing impediments is therefore a practical expression of servant leadership, not merely an administrative task. The leader's success is measured in part by the team's ability to work effectively and deliver valuable outcomes. See PMI's overview of Agile leadership principles in the PMI Agile Project Management: Principles and Tools and the Scrum Guide's description of a Scrum Master removing impediments to progress in the Scrum Guide.

QUESTION NO: 37

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: B

Explanation:

Obtaining agreement from the product owner on business requirements is correct because the product owner is accountable for maximizing product value and for making decisions about the product backlog, including what is needed to meet customer and business needs. Clear agreement establishes a shared understanding of the desired outcomes, priorities, and acceptance expectations that guide the team's work. The practitioner should support an ongoing collaboration with the product owner as requirements are refined and reprioritized, rather than treating requirements as fixed at the start of delivery. This enables the team to select valuable backlog items, clarify acceptance criteria before implementation, and validate that completed work addresses the intended business need. PMI agile guidance emphasizes frequent stakeholder engagement, progressive elaboration of requirements, and delivery of value in small increments. The Agile Manifesto likewise prioritizes customer collaboration throughout delivery, which helps keep the evolving product aligned with real business objectives. See PMI's Agile resources and standards and the Manifesto for Agile Software Development.

QUESTION NO: 38

The project team is ahead of schedule and beginning to gold-plate the feature included in the current sprint.

What should the agile project manager do?

A. Since the team has extra time, notify the product owner and secure approval for the extra work on this feature.

B. Encourage the team to document the improvement and prioritize it for the upcoming iteration, instead of building it now.

C. Instruct the Scrum Master to have the team use the extra time to complete the extra feature work in the current iteration.

D. Notify the product owner and have the product owner verify the backlog priority, then encourage team to continue working on the backlog.

ANSWER: D

Explanation:

“Notify the product owner and have the product owner verify the backlog priority, then encourage team to continue working on the backlog.” is correct because gold-plating adds functionality that has not been selected or prioritized based on product value. Even when the team has capacity, the appropriate response is to preserve value-based prioritization rather than allow unrequested enhancements to expand the feature’s scope. The product owner is accountable for ordering and maximizing the value of the product backlog, so confirming the current priority ensures that any further work aligns with stakeholder needs, product goals, and the most valuable available backlog item.

After the product owner confirms priorities, the team can apply its available capacity to the highest-priority backlog work that is appropriate to undertake, rather than creating features or refinements that have not been requested. This supports agile principles of delivering value incrementally, maintaining transparency about scope, and making product decisions through the established backlog-management process. The Scrum Guide describes the product owner’s accountability for effective product backlog management and ordering backlog items at The Scrum Guide. PMI also describes agile approaches as value-driven and adaptive in its Agile Standards and Resources.

QUESTION NO: 39

A company is moving into a new space and is determining the best configuration for offices. The management team is also considering moving to an agile process.

What advice should an agilist give?

A. Arrange the office space to allow co-location of development teams and centrally located information radiators

B. Isolate each development team to reduce all outside distractions

C. Ensure management understands the need for isolation to allow for concentration

D. Define the agile method the company will be using, and implement the office configuration based upon that method

ANSWER: A

Explanation:

Arrange the office space to allow co-location of development teams and centrally located information radiators. Agile ways of working depend heavily on frequent, direct collaboration among the people building the product. Locating a cross-functional team together reduces communication delays, enables rapid problem solving, and makes informal conversations possible without scheduling overhead. A shared team area also supports practices such as daily coordination, collaborative planning, pairing, and quick feedback on work in progress.

Centrally located information radiators make important, current project information visible at a glance to the team and relevant stakeholders. Examples include task boards, iteration goals, workflow status, impediments, release information, and quality indicators. This transparency promotes a common understanding of priorities and progress, supports self-management, and helps issues become visible early enough for the team to address them. The physical layout should

therefore facilitate communication and visibility rather than merely provide individual workstations. PMI describes agile teams as collaborative and emphasizes transparent information sharing, while the Agile Manifesto values individuals and interactions as a primary basis for effective delivery. See PMI's guidance on agile teams and the Agile Manifesto.

QUESTION NO: 40

Which of the following are characteristics of effective acceptance criteria? (Choose three.)

A. Specific and testable

B. Understood by the team and Product Owner

C. Focused on observable behavior or outcomes

D. Detailed technical design instructions

E. Fixed permanently once development begins

ANSWER: A B C

Explanation:

Effective acceptance criteria are **specific and testable**, **understood by the team and Product Owner**, and **focused on observable behavior or outcomes**. They establish a shared understanding of the conditions a backlog item must satisfy to meet the intended need. Clear criteria guide development and testing while reducing ambiguity and rework.

Acceptance criteria are not intended to prescribe every technical implementation decision. The team retains responsibility for determining how to build a solution that satisfies the required behavior and applicable quality standards. See the Agile Alliance definition of acceptance criteria.

QUESTION NO: 41

Identify all members of a Scrum Team: (Choose three.)

A. Customer

B. Stakeholder

C. Product Owner

D. Scrum Master

E. Project Manager

F. Development Team

ANSWER: C D F

Explanation:

A Scrum Team consists of the Product Owner, the Scrum Master, and the Developers. The Product Owner is accountable for maximizing the value of the product resulting from the Scrum Team's work and for effective Product Backlog management. This includes clearly communicating Product Goal and Product Backlog items, ordering backlog items, and ensuring the backlog is transparent and understood. The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide and serves the team and organization by improving Scrum's effectiveness. Developers are the people within the Scrum Team who create a usable Increment each Sprint and are accountable for activities such as creating the Sprint Backlog, adapting their plan daily toward the Sprint Goal, and maintaining quality through the Definition of Done. In earlier Scrum Guide editions, this accountability group was termed the "Development Team"; therefore, that wording is the intended answer in this question. Scrum defines these three accountabilities as one cohesive, cross-functional, self-managing team, with no additional formal Scrum Team roles. See the official Scrum Guide and PMI's overview of Scrum teams.

QUESTION NO: 42

A scrum team is working on an important project with a short deadline. To save time and reduce overhead, the product owner proposes that the regular sprint reviews should be cancelled and replaced with a review of each release according to the release plan.

What should the scrum master do?

A. Review the release plan with the product owner and invite the stakeholders to a series of release reviews.

B. Review the metrics and the process to determine where the overhead could be further reduced to speed up delivery.

C. Explain to the product owner why the sprint reviews are now replaced by release reviews as inspect and adapt is a key principle in Scrum.

D. Explain to the product owner that getting feedback early and often from stakeholders is important so necessary changes can be made quickly.

ANSWER: D

Explanation:

Explain to the product owner that getting feedback early and often from stakeholders is important so necessary changes can be made quickly. The Sprint Review is a core Scrum event, not merely a status meeting or an optional administrative activity. It provides a regular opportunity for the Scrum Team and stakeholders to inspect the current Increment, discuss progress toward the Product Goal, and adapt the Product Backlog as new information emerges. This frequent collaboration helps validate that the team is building the most valuable product and identifies changing needs, assumptions, or market conditions while there is still time to respond.

A short deadline increases, rather than reduces, the value of timely feedback. Waiting until a release review can defer important learning until late in the delivery effort, when changes may be more costly and the product may no longer reflect stakeholder needs. The Scrum Master should coach the Product Owner and stakeholders on the purpose of the Sprint Review and support an efficient implementation of the event that preserves inspection, adaptation, transparency, and value-focused decision-making. The Scrum Guide describes Sprint Reviews as working sessions where the Scrum Team and stakeholders collaborate on what to do next. See the Scrum Guide and PMI's Disciplined Agile resources.

QUESTION NO: 43

Empirical process control constitutes a continuous cycle of inspecting the process for correct operation and results and adapting the process as needed. What characteristics does this apply to in Scrum?

A. Self-organization, Collaboration and Time-boxing

B. Quality, Cost and Scope

C. Scrums, Sprint and Releases

D. Transparency, Inspection and Adaptation

ANSWER: D

Explanation:

Transparency, Inspection and Adaptation are the three pillars of Scrum's empirical process control. Scrum is founded on empiricism, meaning that decisions are based on observation and experience rather than detailed up-front prediction. Transparency ensures that significant aspects of the work and process are visible and understood consistently by those performing and inspecting the work. This shared visibility provides a reliable basis for assessment. Inspection means Scrum participants regularly examine progress toward goals and the effectiveness of the work being done. Scrum events create deliberate opportunities to inspect both the Increment and the way the team is working. Adaptation follows inspection: when a product, process, or outcome differs from what is desirable or acceptable, the team adjusts its plans, practices, or backlog as soon as practical. These connected pillars support frequent learning, enable timely responses to change, and help teams

continually improve value delivery. The Scrum Guide explicitly identifies transparency, inspection, and adaptation as the pillars of empirical Scrum. See The Scrum Guide and the PMI introduction to Scrum.

QUESTION NO: 44

Which of the following are TRUE about the Sprint Retrospective? (Choose two.)

A. It is three hours for a one month Sprint

B. It occurs before the Sprint Review

C. It is an opportunity to inspect the people, relationships, process, and tools in the last Sprint

D. It is the only time improvements are made during a Sprint

ANSWER: A C

Explanation:

The Sprint Retrospective is timeboxed to a maximum of three hours when the Sprint is one month long. For shorter Sprints, the event is usually shorter. This timebox provides sufficient dedicated time for the Scrum Team to examine how it worked together and to identify practical changes without allowing the event to become open-ended. The Scrum Guide specifies this maximum timebox as part of the Sprint Retrospective event definition.

It is an opportunity to inspect the people, relationships, process, and tools in the last Sprint because the retrospective focuses on improving both team effectiveness and the way work is performed. The Scrum Team discusses what went well, what challenges occurred, and what changes would improve quality and effectiveness. It then identifies the most helpful improvements and should address them as soon as possible, potentially by adding them to the next Sprint Backlog. This inspection-and-adaptation cycle supports Scrum's empirical approach and Agile's emphasis on continuous improvement. See the official Scrum Guide and PMI's overview of retrospectives.

QUESTION NO: 45

Select the statements that are TRUE about the Product Owner. (Choose two.)

A. The Product Owner can clarify the backlog during the Sprint

B. The Product Owner estimates the size of the Sprint backlog

C. The Product Owner prioritizes the Product backlog

D. The Product Owner defines the Sprint Goal before the Sprint Planning meeting

ANSWER: A C

Explanation:

The Product Owner can clarify the backlog during the Sprint because the Product Owner is accountable for maximizing product value and for ensuring that Product Backlog items are understood. During a Sprint, Developers may need further detail about a selected item, including acceptance criteria, business context, or intended user outcomes. Ongoing clarification supports delivery of work that meets the Product Goal and Sprint Goal without changing the Sprint's objective. The Product Owner remains available to collaborate with the Developers as questions arise.

The Product Owner prioritizes the Product backlog because ordering the Product Backlog is a core Product Owner accountability. In current Scrum terminology, this is usually called "ordering" rather than simply prioritizing: the Product Owner sequences items to optimize value, considering factors such as customer needs, risk, dependencies, learning, and strategic objectives. This accountability establishes a transparent, value-focused basis for selecting work during Sprint Planning. PMI-ACP candidates should recognize that the Product Owner owns value decisions and backlog ordering, while Developers provide the sizing and implementation perspective. See the Scrum Guide and PMI's PMI-ACP certification overview.

QUESTION NO: 46

Which 3 statements are TRUE about a Kanban cumulative flow diagram? (Choose three.)

A. It shows work accumulating in workflow states

B. It can reveal changes in work in progress

C. It establishes the business value of each backlog item

D. It can help identify flow bottlenecks

E. It measures the utilization of each team member

ANSWER: A B D

Explanation:

A cumulative flow diagram visualizes the quantity of work in each workflow state over time. Therefore, **it shows work accumulating in workflow states** is correct. A widening band for one state can indicate that work is arriving faster than it is leaving, making a bottleneck or queue visible.

It can reveal changes in work in progress is also correct because the vertical distance between the relevant workflow-state lines represents the amount of work currently in progress. **It can help identify flow bottlenecks** is correct because a growing band indicates an area where flow is constrained. The diagram is a system-level flow measure, not a measure of individual productivity or a replacement for backlog ordering. See the Agile Alliance description of a cumulative flow diagram and Kanban University guidance on Kanban.

QUESTION NO: 47

What is the purpose of the Sprint Review? (Choose three.)

A. To collaborate with stakeholders

B. To inspect and adapt

C. To provide status on the Sprint

D. To demonstrate what is “Done”

ANSWER: A B D

Explanation:

The Sprint Review is a working session in which the Scrum Team and relevant stakeholders collaborate to inspect the Sprint outcome and determine useful adaptations. It includes demonstrating the Increment—work that meets the Definition of Done—so attendees can understand what has actually been completed and discuss its value. This direct engagement with stakeholders enables feedback, shared understanding of progress toward the Product Goal, and informed decisions about what to do next.

Inspection and adaptation are central to the event. The group considers changes in the market, budget, timeline, opportunities, and assumptions, then adapts the Product Backlog as appropriate. Rather than functioning as a one-way status-report meeting, the review is intended to promote conversation and joint planning based on the current, usable Increment. The Scrum Guide explicitly describes the Sprint Review as an event to inspect the outcome of the Sprint and decide on future adaptations, with stakeholders collaborating with the Scrum Team. See The Scrum Guide and PMI’s overview of Agile project management with Scrum.

QUESTION NO: 48

What should the agile practitioner do?

A. Defer starting the design of item B until the second iteration is being planned

B. Proceed with the design of item B, since it will hasten the second iteration

C. Escalate the issue to the customer, and obtain their approval before starting the design of item B

D. Log the issue in the risk register, and request change control board (CCB) approval

ANSWER: A

Explanation:

Defer starting the design of item B until the second iteration is being planned best reflects adaptive planning and just-in-time design. In an agile environment, the team commits to the work selected for the current iteration and develops sufficient detail for that work. Work expected in a later iteration can remain in the product backlog and be refined as its priority, scope, dependencies, and acceptance criteria become clearer. This preserves the team's capacity for its current iteration goal while avoiding design decisions based on assumptions that may no longer be valid when the later iteration begins.

Planning the design of item B during preparation for the second iteration enables the product owner and team to reassess its ordering and clarify the item using the most current stakeholder feedback and learning from the first iteration. The team can then estimate and design only to the level necessary to support a realistic iteration commitment. This is consistent with PMI's guidance that agile teams use progressive elaboration and adapt plans as more information becomes available, rather than completing speculative work far in advance. It also aligns with Scrum's iterative planning approach, in which the team selects and plans work for the upcoming Sprint. See PMI's Agile resources and standards and the Scrum Guide.

QUESTION NO: 49

Which of the following are 2 characteristics of an effective Agile retrospective? (Choose two.)

A. It results in specific improvement actions

B. It provides a safe environment for honest discussion

C. It is used primarily to assign individual fault for missed work

D. It replaces the need for daily collaboration during the iteration

ANSWER: A B

Explanation:

It results in specific improvement actions is correct because a retrospective should turn observations into practical experiments or changes that the team can implement and evaluate. Without action, recurring issues may be discussed repeatedly without improving the team's effectiveness.

It provides a safe environment for honest discussion is also correct. Team members need psychological safety to discuss process problems, collaboration challenges, and failures without fear of blame. The retrospective focuses on improving the system of work, not evaluating individual performance. The Scrum Guide states that the Scrum Team identifies the most helpful changes to improve its effectiveness and addresses impactful improvements as soon as possible. See the Scrum Guide and PMI's guidance on retrospectives.

QUESTION NO: 50

What is the reason to develop personas as part of User Story creation?

A. When the conversation is centered on the high-level flow of a process

B. When trying to better understand stakeholder demographics and general needs

C. When trying to capture the high-level objective of a specific requirement

D. When communicating what features will be included in the next release

ANSWER: B

Explanation:

"When trying to better understand stakeholder demographics and general needs" is correct because personas are concise, research-informed representations of the people who will use, buy, support, or otherwise be affected by a product. They capture relevant characteristics such as a user's role, context, goals, behaviors, motivations, needs, and pain points. This gives the team a shared, human-centered perspective when discussing and creating user stories.

In agile product development, a user story should communicate value from the viewpoint of a particular user or stakeholder. Personas make that viewpoint specific enough for the product owner and delivery team to ask meaningful questions: who needs this capability, what outcome are they trying to achieve, and what constraints or expectations shape their experience? The resulting stories are more likely to represent genuine stakeholder needs and deliver usable value, rather than merely documenting system functions. Personas can also promote empathy and maintain focus on the intended users as requirements are refined throughout delivery. PMI's agile guidance emphasizes close stakeholder collaboration and iterative delivery of value, while the Agile Alliance describes personas as a tool for understanding users and informing product decisions. See PMI Agile resources and Agile Alliance's definition of persona.

QUESTION NO: 51

Pick the THREE statements that are true about Agile Analysis. (Choose three.)

A. It is a highly evolutionary and collaborative process

B. It occurs at the beginning and end of a project

C. It only includes the project team

D. It is communication rich

E. It explores the problem statement

ANSWER: A D E

Explanation:

Agile analysis is appropriately characterized as "It is a highly evolutionary and collaborative process," "It is communication rich," and "It explores the problem statement." Rather than attempting to define every requirement completely at the outset, Agile teams progressively elaborate understanding as they learn from stakeholder feedback, delivery results, changing conditions, and discovery. Analysis therefore evolves alongside development and helps the team maintain a shared understanding of desired outcomes, user needs, constraints, and acceptance criteria.

Collaboration is fundamental because analysis is performed through ongoing interaction among customers, users, product representatives, developers, testers, and other relevant stakeholders. Frequent conversation, workshops, backlog refinement, story discussions, and feedback on increments make the work communication rich and reduce dependence on lengthy, static specifications. Exploring the problem statement is equally important: Agile analysis focuses first on the underlying customer or business need and intended value, enabling the team to identify suitable solutions without prematurely committing to detailed implementation assumptions. This aligns with the Agile Manifesto's emphasis on customer collaboration and responding to change, as well as PMI's Agile guidance on iterative, value-focused delivery. See the Manifesto for Agile Software Development and PMI's Disciplined Agile resources.

QUESTION NO: 52

Which 2 are goals of Lean Software Development? (Choose two.)

A. Ensure value

B. Simple Design

C. Continuous integration

D. Minimize waste

ANSWER: A D

Explanation:

Lean Software Development focuses on optimizing the whole value stream so that work delivers meaningful customer outcomes with the least possible delay, effort, and resource consumption. Therefore, **Ensure value** is a core goal: teams identify what customers and users actually value, prioritize that value, and continuously improve how it is delivered. Lean thinking treats features, activities, handoffs, and processes as worthwhile only when they contribute to customer value or are necessary to enable its delivery.

Minimize waste is the complementary Lean goal. Waste includes work that does not add value, such as unnecessary features, excessive handoffs, waiting, rework, partially completed work, and avoidable process overhead. Reducing waste improves flow, shortens feedback cycles, and helps teams deliver value sooner and more reliably. Together, ensuring value and minimizing waste express the fundamental Lean aim of maximizing value while minimizing non-value-adding activity. PMI's agile guidance emphasizes value delivery and flow-oriented approaches, while Lean software-development principles explicitly include eliminating waste and optimizing the whole system. See PMI's Agile resources and the Agile Alliance overview of Lean Software Development.

QUESTION NO: 53

Which three of the following points about the daily Scrum are TRUE? (Choose three.)

A. It is time-boxed

B. It is held at the same place and time every day

C. The Product Owner provides an update

D. The Scrum Master enforces the rule that only Development Team members participate

ANSWER: A B D

Explanation:

The correct statements are "It is time-boxed," "It is held at the same place and time every day," and "The Scrum Master enforces the rule that only Development Team members participate." The Daily Scrum is a formal Scrum event with a maximum duration of 15 minutes, so its timebox supports focused, frequent inspection of progress toward the Sprint Goal and timely adaptation of the plan for the next working day. Holding it at a consistent time and location reduces coordination overhead and helps establish a dependable routine for the team. The event is primarily for the people doing the work to synchronize and create or adjust their actionable plan. In terminology used by earlier Scrum Guides and many PMI-ACP learning materials, this is the Development Team, and the Scrum Master ensures that the Daily Scrum occurs and protects its intended participant boundaries. In the current Scrum Guide, the equivalent accountability is the Developers; a Product Owner or Scrum Master participates when they are also working as Developers on Sprint Backlog items. See the official Scrum Guide and PMI's overview of Agile practices.

QUESTION NO: 54

Several potential risks have been identified for a new project that started last month. The project manager is worried that the team is not fully aware of these potential threats.

What should the project manager do?

A. Mention the risks during the daily standups and ensure all agreed-upon response actions are discussed by the team.

B. Remind the team daily about the threats and request a response regarding which risks have been identified and resolved

C. Arrange weekly meetings and invite the project sponsor to discuss the importance of the project with the team.

D. Create a space on the board to prioritize the threats, along with an update on the actions that are in progress and what still needs to be done.

ANSWER: D

Explanation:

Create a space on the board to prioritize the threats, along with an update on the actions that are in progress and what still needs to be done. is the best agile response because it makes risk work visible, continuously available, and actionable for the whole team. An agile board is an information radiator: it provides shared, current information where team members perform their work, rather than relying on one-time reminders or discussions that can be forgotten. A dedicated risk area can show each threat's priority, owner or responsible collaborators, planned response, current mitigation status, and remaining actions. This supports collective ownership of risks and enables the team to inspect risk exposure frequently and adapt its response as circumstances change. Visibility also helps the team incorporate risk-related work into planning and daily coordination, ensuring that mitigation activities receive appropriate attention alongside feature delivery. PMI's agile guidance emphasizes transparent visual management and frequent adaptation, both of which are directly supported by maintaining visible risk information on the team board. See PMI's Agile Practice Guide resources and the PMI Standard for Project Management for principles related to tailoring, team collaboration, and managing uncertainty.

QUESTION NO: 55

What should the Scrum Master advise the team to do?

A. Implement the story since the team is running behind schedule.

B. Create a spike to finalize the story ' s technical approach.

C. Transfer the story to a Scrum team experienced in solving similar problems.

D. Ask the product owner to reduce the story ' s priority and wait until more technical details are available.

ANSWER: B

Explanation:

Create a spike to finalize the story ' s technical approach. is the appropriate advice when the team lacks sufficient technical knowledge or certainty to implement a backlog item responsibly. A spike is a deliberately timeboxed piece of work used to investigate an unknown, evaluate feasible approaches, perform a proof of concept, or obtain an estimate that is credible enough for planning. Its goal is learning and risk reduction rather than delivery of a production-ready feature. The team should define the question the spike must answer, set a short time limit, and identify the expected outcome, such as a recommended approach, architectural decision, prototype, or revised estimate. Once the learning is available, the team and Product Owner can refine the original story and make an informed decision about implementation and prioritization. This supports empirical planning: the team makes decisions based on evidence gained through inspection rather than assumptions. It also preserves the Scrum Team's cross-functional ownership of solving the technical problem while making uncertainty visible in the backlog. PMI's agile guidance discusses using short investigative work to address uncertainty and reduce risk; see PMI's Agile Practice Guide resources. The approach also aligns with Scrum's empirical process control and ongoing backlog refinement described in The Scrum Guide.

QUESTION NO: 56

Which 5 roles are defined by Extreme Programming? (Choose five.)

A. Scrum Master

B. Coach

C. Customer

D. Stakeholder

E. Programmer

F. Tracker

G. Product Owner

H. Tester

ANSWER: B C E F H

Explanation:

Extreme Programming defines a small set of closely collaborating roles intended to support rapid feedback, continuous quality, and delivery of customer value. **Coach**, **Customer**, **Programmer**, **Tracker**, and **Tester** are the five roles represented in this question. The Customer actively defines and prioritizes needed functionality and provides frequent business feedback. Programmers implement the solution, typically working in pairs and using practices such as test-first development and continuous integration. Testers help make acceptance testing visible and reliable, supporting confirmation that delivered features meet customer needs. The Tracker uses project measures—such as completed stories, estimates, and velocity—to make progress transparent and help the team adjust plans based on actual results. The Coach supports the team's use of XP practices, helps remove process impediments, and guides improvement without directing day-to-day technical decisions. Together, these roles create XP's short feedback loops among business priorities, development work, quality validation, and delivery forecasting. Agile Alliance's overview of Extreme Programming describes XP as a disciplined agile approach centered on frequent releases and close customer collaboration. Additional background on agile roles and team collaboration appears in the PMI Agile resources.

QUESTION NO: 57

Which of the following are 2 appropriate uses of a spike? (Choose two.)

A. Investigating the feasibility of an unfamiliar technology

B. Exploring options for an uncertain technical approach

C. Replacing all refinement discussions for a large epic

D. Deferring quality validation until the end of a release

ANSWER: A B

Explanation:

Investigating the feasibility of an unfamiliar technology is an appropriate use of a spike. A spike is a timeboxed research or experimentation activity that helps the team gain knowledge and reduce uncertainty before committing to a solution or estimate.

Exploring options for an uncertain technical approach is also correct. The result of a spike may include findings, a prototype, risks, assumptions, or sufficient information to refine and estimate future backlog items. A spike is not intended to avoid estimating indefinitely or to complete a production feature without applying the team's quality standards. See the Agile Alliance glossary entry for spikes.

QUESTION NO: 58

In reference to Scrum, each sprint should produce:

A. An increment of potentially shippable product functionality.

B. A set of documented product requirements and specifications.

C. A release with testable and measurable functionality.

D. An increment of potentially testable product functionality.

ANSWER: A

Explanation:

An increment of potentially shippable product functionality is correct because the purpose of a Scrum Sprint is to create a valuable, integrated product increment. The team selects work that supports the Sprint Goal, builds and validates it against its Definition of Done, and incorporates it into the existing product. The resulting functionality is complete enough to be usable and suitable for delivery when the Product Owner determines that release is appropriate. This does not mean a release must occur at the end of every Sprint; release timing remains a business decision. The essential outcome is that the work completed during the Sprint adds a working, quality-assured increment to the product rather than merely producing plans, specifications, or partially tested work. Although current Scrum terminology emphasizes a “usable” Increment and permits delivery before the Sprint ends, “potentially shippable” accurately captures the exam principle that each Sprint creates functionality that could be released without requiring additional development to make it complete. See the Scrum Guide for the definition of an Increment and the PMI-ACP certification overview for PMI’s agile practice context.

QUESTION NO: 59

During a daily stand up meeting, a developer expresses concerns that the selected technology limits the number of concurrent users.

What should the agile team lead do?

A. Ask the team to conduct research to find a viable solution.

B. Select a better technology for team implementation.

C. Obtain customer input on their technology requirements.

D. Consult the product owner about their non-functional requirements.

ANSWER: D

Explanation:

Consult the product owner about their non-functional requirements. The number of concurrent users a system must support is a scalability and capacity expectation, which is a non-functional requirement. Before directing the team to investigate alternatives or making a technology decision, the agile team needs to understand the product’s required operating conditions and the value or risk associated with them. The product owner is accountable for representing product needs and for ordering work to maximize value, so they are the appropriate person to clarify the expected user volume, anticipated growth, service-level expectations, and the priority of addressing this constraint.

Once those requirements are clear, the team can assess whether the current technology can satisfy them and transparently identify any required discovery, architectural work, experiments, or backlog items. This preserves an evidence-based, collaborative approach: the team provides technical expertise, while the product owner clarifies the product outcome and its importance. The Scrum Guide describes the product owner’s accountability for maximizing product value and effective product backlog management: The Scrum Guide. Further guidance on treating quality attributes such as performance and scalability as requirements is available from the Agile Alliance glossary on non-functional requirements.

QUESTION NO: 60

Which type of estimation refers to splitting a story into smaller and easier to manage pieces?

A. Expert opinion

B. Analogy

C. Disaggregation

D. Bottom up

ANSWER: C

Explanation:

Disaggregation is correct because it estimates work by breaking a larger user story or feature into smaller, more understandable pieces. In an agile setting, a story that is too large, uncertain, or difficult for the team to estimate meaningfully is refined into smaller stories or tasks. Each piece can then be discussed in terms of scope, complexity, uncertainty, dependencies, and effort. This produces estimates that are more useful for planning because the team has a clearer shared understanding of the work and can identify whether the resulting items are small enough to complete within an iteration.

Disaggregation also supports progressive elaboration: details are developed as the work approaches implementation rather than being assumed too early. The team can use the smaller items to plan iteration capacity, sequence work, and validate that acceptance criteria remain clear. This approach aligns with agile guidance that emphasizes decomposing work into manageable backlog items and continually refining them as more information becomes available. PMI's agile guidance describes backlog refinement and iterative planning practices that enable teams to prepare work at an appropriate level of detail. See PMI's Agile Practice Guide resources and the PMI Lexicon of Project Management Terms.

QUESTION NO: 61

Which of the following are 2 attributes of Exploratory testing? (Choose two.)

A. It involves minimum planning and maximum test execution

B. It is typically automated

C. It is unscripted testing

D. It is often the sole testing technique

ANSWER: A C

Explanation:

Exploratory testing is characterized by a lightweight approach to upfront test planning and a strong emphasis on active test execution, learning, and adaptation. The tester uses observations from each test interaction to decide what to investigate next, rather than following a fully detailed set of prewritten test cases. Therefore, "It involves minimum planning and maximum test execution" accurately reflects the technique's balance: some planning is still present, but the work is intentionally focused on exploring the product and responding to emerging information.

"It is unscripted testing" is also correct because exploratory testing does not require a predetermined, step-by-step script. Test design, execution, and learning occur together as the tester explores behavior, risks, edge cases, and potential defects. Notes, charters, and session objectives may be used to provide direction and accountability, while preserving the tester's ability to adapt in real time. This approach is especially useful for discovering issues that formal scripted tests may not anticipate. The Agile Practice Guide recognizes exploratory testing as an agile testing practice, and the International Software Testing Qualifications Board describes it as an approach in which test design and execution occur simultaneously. See the PMI Agile Practice Guide and the ISTQB glossary definition of exploratory testing.

QUESTION NO: 62

DSDM uses MoSCoW technique to create the prioritized requirements list. In MoSCoW technique, 'M' stands for:

A. Most useful

B. Must have

C. Must not have

D. Minimum marketable feature

ANSWER: B

Explanation:

"Must have" is correct. In DSDM, MoSCoW prioritization is a collaborative technique used to classify requirements according to their importance for a defined delivery increment, timebox, or project. The first "M" denotes requirements that are mandatory: without them, the solution would not be viable, safe, usable for its intended purpose, or capable of meeting an essential business need. A Must Have requirement is therefore treated as non-negotiable for the agreed scope. DSDM guidance also emphasizes that teams should apply this classification carefully: a requirement should be identified as a Must Have only when there is no practical workaround and omitting it would make the delivery unacceptable. This creates a clear basis for protecting critical scope while enabling agile teams to make informed trade-offs as time, cost, and delivery constraints evolve. MoSCoW prioritization supports DSDM's focus on delivering business value early and frequently, because stakeholders explicitly distinguish essential outcomes from requirements that can be deferred. The Agile Business Consortium's DSDM resources describe MoSCoW as the method used to prioritize requirements, and PMI recognizes prioritization techniques as central to agile value delivery. See the Agile Business Consortium DSDM Project Framework and PMI's overview of agile prioritization techniques.

QUESTION NO: 63

Which one is not a value of Lean Development?

A. Pursue perfection

B. Ensure collective code ownership

C. After a project flows, keep improving it

D. Balance long-term improvement and short-term improvement

ANSWER: B

Explanation:

Ensure collective code ownership is the correct selection because collective code ownership is principally an Extreme Programming (XP) engineering practice, rather than a Lean Development value. In XP, the entire development team is permitted and encouraged to improve any part of the codebase. This removes dependence on a single designated code owner, supports shared responsibility for maintainability, and helps work continue when particular team members are unavailable. It is commonly supported by practices such as coding standards, automated tests, continuous integration, and pair programming, which make changes safer and more transparent across the team.

Lean Development instead focuses on optimizing the end-to-end delivery system and continuously improving the flow of value. Its principles draw from Lean thinking, including making value flow, pursuing perfection through continuous improvement, and balancing near-term delivery needs with sustainable, long-term system improvement. Collective ownership can work well within a Lean team and may help reduce handoffs or bottlenecks, but it originates as a specific XP software-development practice rather than expressing a core Lean value. See the Agile Alliance description of Extreme Programming and the Lean Enterprise Institute's overview of Lean thinking.

QUESTION NO: 64

Which two actions support limiting work in progress in a Kanban system? (Choose two.)

A. Finish blocked or aging items before starting additional work

B. Make workflow policies and WIP limits visible on the board

C. Increase individual utilization by assigning several items to each person

D. Remove WIP limits when an urgent request arrives

ANSWER: A B

Explanation:

Teams support work-in-progress limits by **finishing blocked or aging items before starting additional work** and by **making workflow policies and WIP limits visible on the board**. Limiting WIP exposes constraints, reduces context switching, shortens feedback cycles, and encourages the team to collaborate on completing work rather than maximizing the number of items started.

Visible policies make it clear when a column has reached its agreed limit and help the team decide how to respond. A common response is to swarm on existing work, remove an impediment, or help an upstream or downstream activity rather than pull another item into the system. See the Agile Alliance overview of work-in-progress limits.

QUESTION NO: 65

What was the determining factor?

A. Size and priority

B. Minimum marketable features

C. Release plan

D. Sprint mapping

ANSWER: A

Explanation:

Size and priority is the determining factor because agile teams progressively refine large backlog items into small, usable user stories when the work needs enough clarity for near-term planning and delivery. Size matters because work selected for an iteration must be sufficiently small, understood, and feasible for the team to complete within that iteration. Splitting a large item creates independently valuable slices that can be estimated, planned, developed, tested, and potentially released incrementally.

Priority determines when that refinement should occur. The product owner and team typically elaborate the highest-value or most urgent backlog items first, because these are the items most likely to be selected soon. This avoids spending effort detailing low-priority work that may later change or never be needed, while ensuring that upcoming work is ready for collaborative planning. Together, item size and its relative priority provide the practical basis for deciding that an epic should be decomposed into smaller stories. This reflects the Agile Practice Guide's guidance on progressive elaboration of requirements and the Scrum framework's focus on ordering and refining product backlog items so they are ready for selection in a Sprint. See the PMI Agile Practice Guide and the Scrum Guide.

QUESTION NO: 66

In Agile risk management, a risk burndown chart is best used to:

A. Qualitatively analyze the probability of a risk occurring.

B. Track progress on risk reduction of technical risks.

C. Document the external risks that could impact the project.

D. Illustrate the project risk profile and new and changing risks.

ANSWER: D

Explanation:

A risk burndown chart is best used to **illustrate the project risk profile and new and changing risks.** It provides a visual, time-based view of the team's aggregate risk exposure, often calculated from the likelihood and impact of identified risks. As the team implements responses, retires risks, or reduces their exposure, the overall risk trend should decline. However, Agile work also involves frequent discovery: new risks can emerge, and existing risks can change as the product, technical

approach, backlog, stakeholders, or external conditions evolve. The chart makes these changes visible to the team and stakeholders, supporting regular inspection and adaptation during iterations and reviews.

This aligns with PMI's Agile emphasis on transparency and empirical decision-making. Rather than treating risk management as a one-time planning activity, an Agile team continually identifies, assesses, prioritizes, and responds to uncertainty. A risk burndown chart therefore communicates the overall risk outlook and whether the team's risk-reduction efforts are keeping pace with newly discovered or changing exposure. PMI describes risk management as the process of identifying and managing uncertainty that can affect objectives; visual information radiators help teams make this work transparent. See the PMI Agile project management overview and PMI's PMBOK Guide resources.

QUESTION NO: 67

Team A is working on the second sprint of a product release. Team B, which is an interdependent team located on the same floor, requires extensive and frequent information to complete its sprint goal.

What should the agile team lead do?

A. Create a central repository for information, and provide access to team B

B. Use an information board that will be visible to all passing through the workspace

C. Email all stakeholders with status updates

D. Provide team B with the information on an "as needed" basis

ANSWER: B

Explanation:

Use an information board that will be visible to all passing through the workspace is the best action because an openly visible information radiator makes current work, progress, dependencies, and impediments readily available to the interdependent team. Since the teams are colocated on the same floor and Team B needs information extensively and frequently, a shared visual display supports rapid, lightweight communication without introducing delays or requiring repeated requests. Team members can absorb relevant information simply by being in the workspace—often called osmotic communication—and can promptly initiate a direct conversation when an item requires clarification.

Agile teams favor transparent, highly visible workflow information, such as task boards, iteration goals, dependency indicators, and burn charts. A physical board placed where both teams naturally pass encourages continuous coordination throughout the sprint and helps Team B identify changes that could affect its sprint goal early enough to act. The agile team lead should facilitate this shared visibility and collaboration, while ensuring that the information is kept current and useful to both teams. PMI's agile guidance emphasizes transparent communication and information radiators, and the Agile Manifesto prioritizes direct collaboration and communication: PMI Agile Standards and Resources; Principles behind the Agile Manifesto.

QUESTION NO: 68

Which of the following are TRUE about the Sprint Review? (Choose two).

A. It should be a formal presentation

B. Stakeholders may attend

C. The Product Owner presents what backlog items are "Done"

D. The Scrum Master demonstrates the product

ANSWER: B C

Explanation:

“Stakeholders may attend” is correct because the Sprint Review is a collaborative working session in which the Scrum Team and key stakeholders inspect the Sprint outcome and discuss progress toward the Product Goal. Their participation provides valuable feedback, helps clarify emerging needs, and informs what to do next with the Product Backlog.

“The Product Owner presents what backlog items are “Done”” is also correct. During the Sprint Review, the Product Owner explains which Product Backlog items were completed and which were not completed. The discussion also considers changes in the marketplace, budget, timeline, capabilities, and other factors that may affect future priorities. The Scrum Team presents the results of its work, but the Product Owner has a specific accountability for communicating the status of Product Backlog items and collaborating on potential adaptations to the backlog.

The Sprint Review is intended to inspect the Increment and adapt future plans through conversation, feedback, and shared decision-making. PMI agile practice emphasizes frequent stakeholder collaboration and feedback to ensure the product continues to deliver value. See the Scrum Guide and PMI’s Disciplined Agile resources.

QUESTION NO: 69

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

What should the agile team do?

A. Discuss the efficiency at the next iteration retrospective

B. Review the process value stream to determine potential improvements

C. Review the value the customer receives from the user story to determine backlog priority

D. Discuss the performance of the solution at the next sprint review

ANSWER: B

Explanation:

Review the process value stream to determine potential improvements is correct because value-stream analysis provides an end-to-end view of how work, information, and value move through a process. It helps the agile team and customer evaluate process efficiency by making process steps, handoffs, delays, queues, rework, and non-value-added activities visible. With this shared view, they can identify bottlenecks and waste, then formulate targeted improvements that reduce cycle time and improve flow while preserving activities that create customer value.

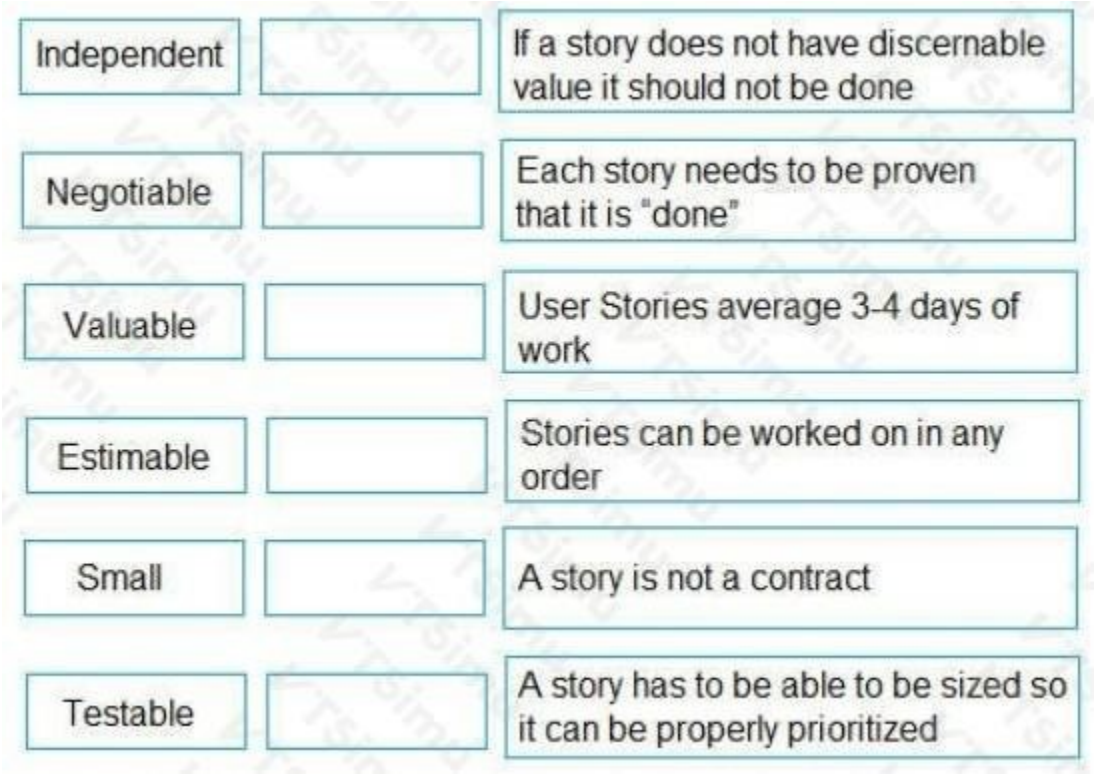
This approach is especially appropriate because the request concerns a set of process activities within the solution, rather than only the team’s working practices or the delivered product’s behavior. Agile and lean ways of working emphasize optimizing the whole system and continuously improving flow of value. A value-stream review supports evidence-based discussion with the customer and can lead to experiments or backlog items that improve the process. PMI’s agile guidance highlights value-stream mapping as a lean technique for visualizing the flow of work and identifying opportunities to improve it; the Lean Enterprise Institute also describes value-stream mapping as a method for seeing both material and information flow across a process. See PMI Lean Practices and Lean Enterprise Institute: Value Stream Mapping.

QUESTION NO: 70 - (DRAG DROP)

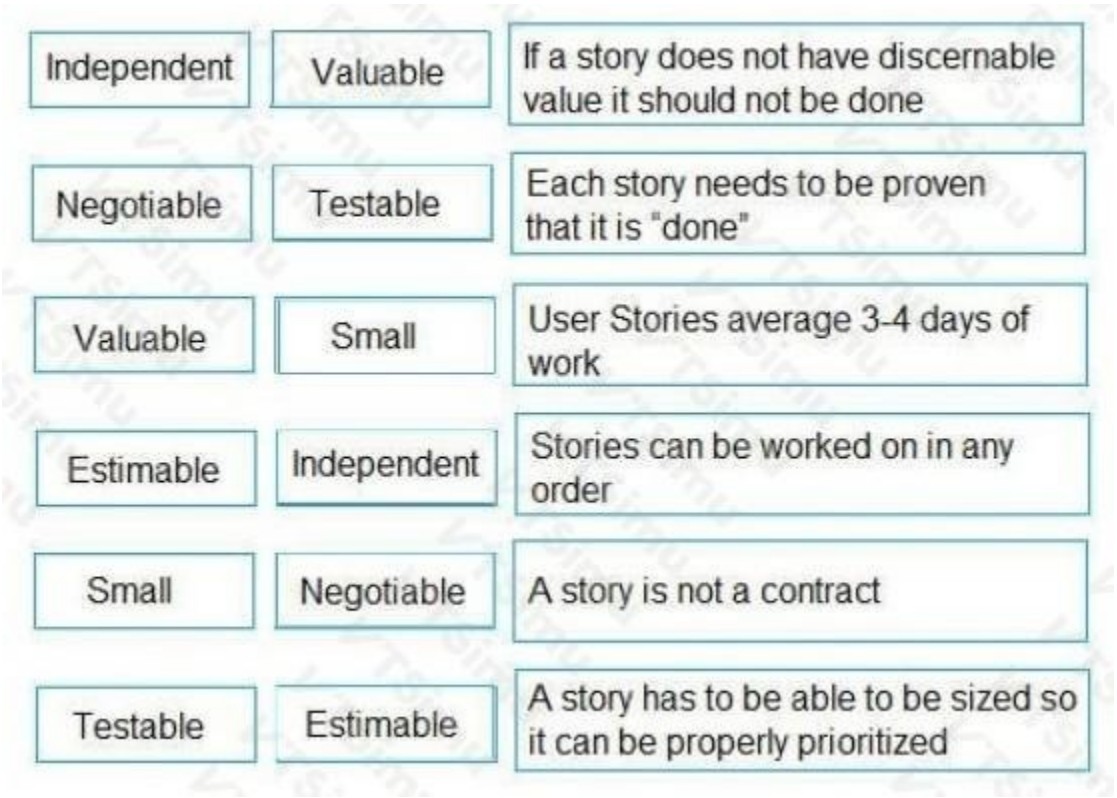
DRAG DROP

Match the definitions (on the right) to each of the characteristics of a good User Story (on the left).

Select and Place:



ANSWER:



Explanation:

The completed matching correctly applies the INVEST model for writing effective agile user stories. A valuable story delivers a meaningful outcome to a customer, user, product, or business stakeholder, so work that has no discernible value should not consume team capacity. A testable story has clear acceptance conditions or other objective evidence that allows the team to demonstrate it meets the agreed need and is complete. A small story is limited enough in scope to be delivered promptly; the stated average of three to four days reflects the practical goal of keeping work items manageable within an iteration. An independent story minimizes dependencies on other stories, allowing the team to choose and sequence work flexibly rather than being forced into a particular implementation order. A negotiable story is a concise reminder of the need

and a basis for conversation, not a fixed, exhaustive contract that prevents collaboration and learning. An estimable story is sufficiently understood and bounded for the delivery team to assess its relative size or effort, which supports forecasting, planning, and prioritization.

Together, these characteristics help teams maintain a healthy, adaptable product backlog. They enable ongoing discussion between product stakeholders and delivery teams while preserving enough clarity to plan, validate outcomes, and deliver value in small increments. The concept is commonly attributed to Bill Wake's INVEST checklist and aligns with agile guidance that requirements should be progressively elaborated through collaboration. For further context, see the Agile Alliance overview of INVEST and the Scrum.org discussion of INVEST user stories.

QUESTION NO: 71

What should the agile team do next?

A. Ensure that the product owner reviews the acceptance criteria for delivered user stories.

B. Augment the quality assurance and continuous integration processes for delivery.

C. Approach the relevant developers and testers regarding quality issues in upcoming iterations.

D. Ask the product owner to define the entire scope of delivery two to three iterations in advance.

ANSWER: A

Explanation:

Ensure that the product owner reviews the acceptance criteria for delivered user stories. Acceptance criteria express the specific, testable conditions that a user story must satisfy to be accepted as complete. Reviewing them with the product owner establishes a shared understanding of the expected behavior and business value before delivery is treated as acceptable. This makes the product owner's acceptance decision transparent and connects the increment directly to the needs represented in the product backlog.

In an agile environment, frequent feedback and close collaboration with the customer or product owner are essential to delivering value. Product-owner review of acceptance criteria helps the team clarify expectations early, validate that completed stories meet those expectations, and incorporate learning into subsequent backlog refinement and iteration planning. It therefore provides an effective feedback mechanism for ensuring that "done" means not only that work was implemented and tested, but also that it fulfills the intended user need. PMI describes agile approaches as emphasizing iterative delivery, stakeholder engagement, and regular feedback; these practices are also consistent with the Agile Manifesto's focus on customer collaboration. See PMI Agile Standards and Resources and Principles behind the Agile Manifesto.

QUESTION NO: 72

Choose which three statements are true about Approved Iterations: (Choose three.)

A. Meets the definition of Done

B. The Architect has approved it

C. It is communicated to all Team members and stakeholders

D. As a result, the Product Owner updates Roadmaps and Release Plans

E. There is no technical debt

ANSWER: A C D

Explanation:

An approved iteration is one in which the team has produced a usable, integrated outcome and has transparently inspected its results with the people affected by the work. "Meets the definition of Done" is essential because the Definition of Done

creates a shared, objective standard that indicates whether an increment is complete and usable. It provides the quality baseline for considering iteration work complete rather than merely coded or partially tested. “It is communicated to all Team members and stakeholders” is also true because agile delivery relies on frequent visibility, feedback, and shared understanding of progress, outcomes, and next steps. Iteration reviews and similar feedback activities make the result and its implications transparent to stakeholders. “As a result, the Product Owner updates Roadmaps and Release Plans” is true because the evidence obtained from a completed iteration—including delivered value, feedback, risks, and changed priorities—supports ongoing refinement of forecasts and release planning. Agile plans are deliberately adaptive, so product roadmaps and release plans are updated as learning emerges rather than treated as fixed commitments. The Scrum Guide describes the Definition of Done and inspection of usable increments: Scrum Guide. PMI also emphasizes iterative delivery, stakeholder feedback, and adaptive planning in its Agile resources.

QUESTION NO: 73

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 provides the smallest usable set of capabilities that addresses the most immediate customer need, delivers value, and enables feedback before broader functionality is added. In this conversation, **Scheduler to add events** is essential because the customer explicitly needs to create and manage release reminders, quarterly metric deadlines, and code-freeze dates. Without event creation and scheduling, the product cannot perform its core calendar-management purpose.

Product increment release dates is also a core MVP item because upcoming releases are the primary business events the customer wants to track. Displaying these dates gives the customer the requested consolidated view of key delivery commitments and deadlines.

Android phone integration belongs in the MVP because the customer directly states a need to view a single snapshot on a phone and identifies Android as the phone currently owned. Delivering access on that identified platform validates the mobile-calendar value proposition quickly. Apple integration is an additional stated need that should be prioritized and planned, but it is not represented as a selectable item. These three capabilities form a focused initial release centered on creating, viewing, and accessing the most important schedule information. This aligns with agile delivery’s emphasis on early value and learning through feedback; see the Agile Manifesto and the Agile Alliance definition of MVP.

QUESTION NO: 74

What should the team do?

A. Reduce work in progress (WIP) limits to accommodate slack for riskier stories

B. Create a triage step on the Kanban board to pre-identify risky stories

C. Set a policy to break down stories larger than a specified complexity, then adjust the WIP

D. Create a dedicated overflow swimlane on the Kanban board for stories that are too large

ANSWER: C

Explanation:

Set a policy to break down stories larger than a specified complexity, then adjust the WIP is correct because managing work-item size is fundamental to improving flow predictability in a Kanban system. Stories with widely different sizes create substantial variation in how long work takes to complete. By defining an explicit size or complexity threshold, the team makes its workflow policy visible and establishes a consistent trigger for splitting oversized work before it enters, or while it is moving through, the system. Smaller, similarly sized items are easier to pull, complete, inspect, and forecast.

This practice supports the flow-based approach described in PMI agile guidance: teams visualize work, limit work in progress, and actively manage flow to obtain more reliable delivery outcomes. Adjusting WIP after breaking down work preserves the system's capacity constraints and helps prevent excessive multitasking or congestion. The policy should be inspected using flow measures such as cycle time, throughput, and work-item age, then refined as the team learns. The Kanban Guide likewise identifies explicit policies, WIP control, and flow management as core Kanban practices. See PMI's Agile Practice Guide overview and The Kanban Guide.

QUESTION NO: 75

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 work from progressing until an external dependency, decision, resource, or constraint 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 their capacity is repeatedly redirected by an organizational demand outside the team's control. The disruption is not merely inefficient; it prevents execution of the assigned work and threatens the iteration goal.

"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. Testing is a necessary activity for completing and validating the affected

work, and the team has lost the required capability with no immediate replacement. Work requiring that testing cannot move forward until the dependency is restored. Agile teams make such blockers visible promptly and work with leadership and relevant stakeholders to remove them, protect team focus, and restore flow. PMI's agile guidance emphasizes identifying and resolving impediments to support delivery, while Scrum identifies the accountability for causing impediments to be removed. See PMI's Agile Practice Guide resources and the Scrum Guide.

QUESTION NO: 76

Pick the 3 common Kanban Katas. (Choose three.)

A. Daily Standup Meeting

B. Iteration Demo

C. Improvement Kata

D. Sprint Restrospective

E. Weekly Status

F. Operations Review

G. Replenishment Meeting

ANSWER: A F G

Explanation:

The appropriate selections are *Daily Standup Meeting*, *Operations Review*, and *Replenishment Meeting*. Kanban uses regular feedback loops—often called cadences—to coordinate work, inspect system performance, and adapt policies or priorities. A daily Kanban meeting enables team members to review workflow, identify blocked or aging work, and decide how best to maintain flow. It should focus on the work and the board rather than individual status reporting. An operations review is a higher-level cadence that examines performance across services, teams, or the broader value stream. It supports decisions about systemic constraints, dependencies, capacity, and improvements that cannot be resolved by one delivery team alone. A replenishment meeting is the cadence for selecting, clarifying, and committing the next items to enter the workflow, ensuring that the work queue is ready and aligned with available capacity and service expectations. These feedback loops make policies and workflow decisions explicit while supporting continuous, evidence-based improvement. PMI recognizes Kanban as a flow-based agile approach, and Kanban guidance describes replenishment and review cadences as essential elements of an effective system. See PMI's Agile Practice Guide information and Kanban University's Kanban System Design overview.

QUESTION NO: 77

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.)

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.)

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 a newly formed, cross-functional team with limited pharmaceutical domain knowledge needs rapid collective learning. The scrum master supports an environment in which team members openly exchange knowledge, identify gaps, learn from relevant stakeholders and specialists, and improve their ways of working. This collaboration helps the team develop the shared understanding needed to deliver safely in a regulated setting while continuously adapting as it gains product and compliance knowledge.

“Organize a meeting to outline roles and responsibilities.” is also a priority for a large team assembled from multiple functional areas. Early clarity about accountabilities, decision-making boundaries, expected contributions, and interfaces helps establish an effective operating model before work begins. This does not mean assigning work in a command-and-control manner; rather, it creates a common understanding that enables the team to organize itself, collaborate efficiently, and ensure that necessary expertise and regulatory responsibilities are visible. PMI emphasizes building empowered, collaborative teams and establishing clear team working arrangements. See the PMI Agile Practice Guide resources and the Scrum Guide.

QUESTION NO: 78

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 product ownership centers on maximizing value. Before expanding the work, the product owner should clarify the problem being addressed, intended executive and organizational outcomes, expected benefits, and how the expanded capability supports the product goal and organizational strategy. This creates a sound basis for evaluating whether the proposed scope represents valuable work and for communicating its value transparently to stakeholders.

Seek executive approval on the approach. is also appropriate first because the proposed expansion affects a product intended for executive leaders and may involve strategic priorities, governance expectations, funding, risk tolerance, and the use of internal and external content. Executive alignment confirms that the intended direction is supported at the appropriate organizational level. With the value proposition and strategic sponsorship established, the product owner can make informed product-backlog decisions and work with the team and stakeholders to refine the desired outcomes. PMI emphasizes value delivery and alignment of project work with organizational objectives, while the Scrum framework identifies the Product Owner as accountable for maximizing product value. See PMI’s PMBOK Guide and standards resources and The Scrum Guide.

QUESTION NO: 79

Which of the following 2 statements are TRUE about Product Refinement? (Choose two.)

A. Should take no more than 10% of the Development Team's time

B. The Scrum Master facilitates these sessions

C. Multiple Scrum Teams may participate in this process

D. The Product Owner is responsible for all estimates

ANSWER: A C

Explanation:

"Should take no more than 10% of the Development Team's time" is true in the terminology of the Scrum Guide edition that used the term Development Team. That guide states that Product Backlog refinement is an ongoing activity and that it usually consumes no more than 10% of the Development Team's capacity. Refinement involves breaking Product Backlog items into smaller, more precise items and adding details, order, and estimates as appropriate. This is a practical guideline rather than a fixed timebox, helping the team keep the Product Backlog sufficiently ready without displacing delivery work.

"Multiple Scrum Teams may participate in this process" is also true. When several Scrum Teams work on the same product, they share one Product Backlog and collaborate around the same Product Goal. Consequently, representatives or members of multiple teams can participate in refinement to develop shared understanding, identify dependencies, and support consistent sizing and ordering of work. The Product Owner remains accountable for effective Product Backlog management, while the people doing the work contribute the technical knowledge needed to refine and size items. See the 2017 Scrum Guide and the current Scrum Guide.

QUESTION NO: 80

Who updates work remaining during the Sprint?

A. Senior Executives

B. The Product Owner

C. The Scrum Master

D. The Development Team

ANSWER: D

Explanation:

The Development Team updates the work remaining during the Sprint because it is responsible for managing and adapting the Sprint Backlog as it learns more about the work. The Sprint Backlog is the team's actionable plan for meeting the Sprint Goal, including the selected Product Backlog items and the work needed to deliver a usable Increment. As development proceeds, the team continuously refines this plan: it may add newly discovered tasks, revise estimates of remaining effort, remove work that is no longer needed, and adjust the sequence of activities. This provides transparency into progress and supports daily inspection and adaptation, particularly during the Daily Scrum. In the terminology of the current Scrum Guide, the "Developers" are accountable for adapting their plan each day toward the Sprint Goal; "Development Team" is the equivalent term used in earlier Scrum Guide versions and remains the intended answer here. Keeping ownership of remaining work with the people doing the work enables timely, realistic planning while preserving the team's self-management. See the Scrum Guide and Scrum.org's explanation of the Sprint Backlog.

QUESTION NO: 81

Which 3 actions help an Agile team manage dependencies with another delivery team? (Choose three.)

A. Make dependencies visible on shared planning information

B. Coordinate frequently with the other team

C. Address dependency-related risks early

D. Assign one team blame for every integration delay

E. Hide dependency concerns until the Sprint Review

ANSWER: A B C

Explanation:

Make dependencies visible on shared planning information is correct because transparency enables both teams to understand sequencing needs, risks, and ownership. Dependencies that remain implicit are more likely to create late surprises and waiting.

Coordinate frequently with the other team is correct because regular communication enables timely clarification and adaptation when either team's plans change. **Address dependency-related risks early** is also correct because early investigation, sequencing, interface definition, or integration work can reduce uncertainty before the dependency becomes critical. Assigning blame or hiding dependencies does not improve flow or collaboration. See PMI's Agile Practice Guide resources and the Principles behind the Agile Manifesto.

QUESTION NO: 82

During initial planning, a project team investigates several approaches to building new application software, emphasizing the most valuable deliverables. The team needs to convince stakeholders and win their approval.

How can the project team achieve this?

A. Use a successful platform on which several object-oriented products have been developed in the past.

B. Create a quick mock-up of the product to serve as a visual tool and adjust it until consensus is reached.

C. Include brief exploratory iterations, proof-of-concept (POC). to reduce project risk at the beginning of every project cycle.

D. Deliver an iteration planning diagram, allowing a 2-week refactoring period at the end of the project.

ANSWER: B

Explanation:

Create a quick mock-up of the product to serve as a visual tool and adjust it until consensus is reached. A mock-up or prototype makes proposed functionality concrete while uncertainty is still low-cost to address. Rather than asking stakeholders to approve an abstract description of several possible software approaches, the team can show representative screens, workflows, interactions, and high-value features. This creates a shared understanding of the intended product and gives stakeholders a practical basis for providing focused feedback.

In an agile environment, early and frequent collaboration with stakeholders is essential for validating assumptions, refining needs, and ensuring that development effort remains directed toward valuable outcomes. The team can incorporate feedback into successive versions of the mock-up, progressively clarifying expectations and building stakeholder ownership of the solution. Reaching consensus this way supports approval because stakeholders have actively examined and shaped the product concept before substantial implementation investment is made. PMI's agile guidance emphasizes close customer collaboration and incremental learning, both of which are supported by iterative prototyping. See PMI's Agile resources and standards and the Agile Practice Guide resources.

QUESTION NO: 83

Prioritize from high to low the sequence of User Story development.

A. Lower-value, low-risk

B. High-value, low-risk

C. High-value, high-risk stories

D. Low-value, high-risk

ANSWER: A B C D

Explanation:

The intended development sequence is to address high-value, high-risk stories first; then high-value, low-risk stories; followed by lower-value, low-risk stories; and finally low-value, high-risk stories. This ordering applies a value-and-risk perspective to backlog prioritization. Delivering high-value work early maximizes the opportunity to realize meaningful business benefits and obtain timely stakeholder feedback. Addressing high-risk items early also exposes uncertainty, technical feasibility concerns, dependencies, and potential impediments while the team has sufficient time and budget to inspect, adapt, and respond. Once the most valuable and uncertain work has been explored, the team can efficiently complete lower-risk items with less urgency. Low-value, high-risk work is deferred because it consumes substantial effort and uncertainty while offering limited expected benefit; it should be pursued only when circumstances change or it becomes necessary to support a higher-value outcome. The Product Owner and team continuously revisit this ordering as new information, feedback, risks, and business conditions emerge. PMI's agile guidance emphasizes value-driven delivery, frequent feedback, and adapting priorities as conditions change. See PMI's Agile Standards and Resources and the Scrum Guide for the product-backlog ordering principle.

QUESTION NO: 84

The Agile team has failed to meet their iteration goal, and contention has developed between members. The Agile Leader would like to determine how to improve the team's productivity and morale.

How should the Agile Leader address this?

A. Standup meeting

B. Retrospective meeting

C. Demo of the new features to energize the team

D. Offsite meeting with stakeholders

ANSWER: B

Explanation:

Retrospective meeting is the appropriate response because a retrospective is the Agile team's dedicated opportunity to inspect how it worked during the iteration and adapt its way of working. After missing an iteration goal and experiencing conflict, the team needs a structured, psychologically safe conversation to identify contributing factors, such as unclear goals, dependencies, workload imbalance, communication gaps, or unresolved interpersonal issues. The Agile Leader facilitates rather than dictates the discussion, helping team members openly share observations and agree on a small number of concrete, team-owned improvement actions for the next iteration.

Retrospectives directly support both productivity and morale: they promote transparency, encourage constructive resolution of tensions, reinforce shared accountability, and turn setbacks into actionable learning. The team should review the effectiveness of its selected actions in subsequent retrospectives, enabling continuous improvement rather than treating the missed goal as an isolated failure. The Agile Manifesto emphasizes that teams should regularly reflect on how to become more effective and adjust their behavior accordingly. See the Principles behind the Agile Manifesto, especially the principle of regular reflection and adjustment, and the PMI discussion of Agile retrospectives and continuous improvement.

QUESTION NO: 85

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 performing the work collectively determine how selected user stories will be implemented. During iteration planning, the agile team examines each prioritized story, builds a shared understanding of its intended outcome and acceptance criteria, and collaborates to decompose the work into the technical and functional tasks needed to deliver it. The team members use their combined skills and knowledge of the product to identify dependencies, implementation approaches, testing activities, and any work necessary to meet the team's definition of done.

Self-organization does not mean working independently without coordination. It means that the cross-functional delivery team owns planning its work and decides how to organize, split, and take on tasks. This ownership supports transparency, commitment, and realistic iteration planning, especially for a newly formed team that is establishing effective working practices. The product owner remains available to clarify business intent and priorities, while the team retains responsibility for deciding the practical approach to delivery. This aligns with the Scrum principle that Developers create a plan for the Sprint and adapt it as needed. See the Scrum Guide and PMI's overview of agile ways of working.

QUESTION NO: 86

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 effective action because it directly rebuilds the interpersonal connections and shared capability that an agile team needs. Cross-training reduces dependence on isolated specialists by giving people opportunities to learn one another's work, collaborate on real delivery activities, and develop empathy for the challenges their colleagues face. Mentoring creates regular, supportive knowledge-sharing relationships and helps establish psychological safety, trust, and a sense of mutual investment in the team's success.

These practices also strengthen team resilience: work can be shared more easily, bottlenecks are less likely to be tied to one individual, and the team is better able to organize around achieving a common outcome. In an agile environment, the project manager or agile leader should enable this kind of collaboration rather than treating people as separate, individually optimized resources. The Scrum Guide describes developers as cross-functional professionals who collectively possess the skills needed to create value, reinforcing the importance of shared skills and ownership. PMI's agile guidance likewise emphasizes collaborative teams and servant leadership. See The Scrum Guide and PMI Agile Standards and Resources.

QUESTION NO: 87

All of the following are among the seven principles of the Lean approach with the exception of:

A. Amplified learning

B. Decide as late as possible

C. Build integrity in

D. Maximize the work performed

ANSWER: D

Explanation:

“Maximize the work performed” is the exception because Lean focuses on maximizing customer value while minimizing waste, rather than maximizing the volume of work a team performs. In Lean software development, the commonly cited seven principles are to eliminate waste, amplify learning, decide as late as possible, deliver as fast as possible, empower the team, build integrity in, and see the whole. This means that useful work is work that contributes directly to value, quality, learning, or the effective flow of delivery; activities that do not contribute to those outcomes should be reduced or removed.

The wording “maximize the work performed” is instead closely associated with the Agile Manifesto principle that values simplicity as “the art of maximizing the amount of work not done.” For PMI-ACP preparation, distinguish that Agile principle from Lean’s broader systems-thinking approach, which seeks to optimize the entire value stream and avoid local measures of productivity that can create queues, rework, or unnecessary features. PMI’s agile guidance covers Lean as an approach for improving value delivery, flow, and continuous improvement. See the Agile Alliance overview of Lean software development and PMI’s PMI-ACP certification page.

QUESTION NO: 88

For the best results in an Agile project, customers should:

A. set priorities and identify product features.

B. interview new team members for fit.

C. approve development plans and tasks.

D. set sprint and release schedules.

ANSWER: A

Explanation:

Customers add the greatest value to an Agile project by setting priorities and identifying product features. In practice, the customer representative, often called the product owner, communicates the desired product outcomes and collaborates with the delivery team to make the product backlog visible, understood, and ordered. This ensures the team works first on the features that provide the highest value, address the most important user needs, or reduce critical uncertainty. Because Agile teams deliver in short increments and seek frequent feedback, customer involvement is ongoing: priorities can be refined as market conditions, learning, and stakeholder needs evolve.

This responsibility aligns with the Agile principle that business people and developers should work together throughout the project, as well as the Scrum accountability of ordering backlog items to maximize product value. Identifying features and prioritizing them gives the team clear direction while preserving the team’s autonomy to determine the technical approach and the work needed to meet the selected goal. Active customer collaboration therefore supports rapid feedback, value-focused delivery, and adaptive planning. See the Agile Manifesto principles and the Scrum Guide.

QUESTION NO: 89

A senior team member feels underutilized.

What should the agile practitioner do?

A. Transfer the senior member to another team that will more fully utilize their skill set.

B. Conduct a performance evaluation to determine whether or not this member is a team player.

C. Encourage the project team to involve the senior member in more project activities.

D. Ask the functional manager to determine the best course of action.

ANSWER: C

Explanation:

Encourage the project team to involve the senior member in more project activities is the appropriate agile response because agile teams are collaborative, cross-functional, and collectively accountable for delivering value. A practitioner should help the team make full use of available skills while preserving the team's ability to organize its own work. Involving an experienced person in a broader range of activities can improve delivery capacity, promote knowledge sharing, reduce skill silos, and create mentoring opportunities for less-experienced colleagues.

The practitioner can facilitate a constructive conversation during planning, daily coordination, backlog refinement, or a retrospective so that the team identifies meaningful ways to use the member's expertise. For example, the senior member may pair with colleagues, help refine complex backlog items, support technical discovery, review work, address risks, or take on work that develops a needed team capability. This approach responds to the individual's concern while strengthening the whole team rather than treating utilization as a separate personnel-management issue. PMI's agile guidance emphasizes empowered teams, collaboration, and continuous improvement; the Scrum Guide likewise describes developers as self-managing in deciding how to accomplish work. See PMI's Agile Practice Guide resources and the Scrum Guide.

QUESTION NO: 90

What should the agile coach do to develop members into a high-performance team?

A. Teach the team how to work comfortably in chaos.

B. Provide strong facilitation and conflict-resolution guidance.

C. Allow the team to resolve issues on their own.

D. Observe each team member and advise them on team relationships.

ANSWER: B

Explanation:

Provide strong facilitation and conflict-resolution guidance. is correct because an agile coach helps a team develop the capabilities needed to become collaborative, self-managing, and consistently effective. High-performing teams do not emerge simply because individuals are assigned to the same work; they develop through shared working agreements, constructive handling of disagreement, transparent communication, and continuous improvement. Facilitation gives the team an inclusive, structured way to make decisions, surface impediments, run productive conversations, and inspect its ways of working. Conflict-resolution guidance helps team members address tension early and productively, preserving trust while enabling healthy debate about priorities, technical approaches, and delivery commitments.

This support is especially valuable while a team is establishing norms and learning how to work together. The coach should guide the process rather than take ownership of the team's decisions, enabling members to build the interpersonal and collaboration skills required for sustained performance. This aligns with PMI's agile guidance that emphasizes servant leadership, team empowerment, and facilitation as ways to support effective agile teams. See PMI's Agile Practice Guide resources and the Scrum Guide for related guidance on self-managing teams and the Scrum Master's facilitative service to the team.

QUESTION NO: 91

Which of the following are benefits of slicing a large backlog item vertically? (Choose three.)

A. Deliver customer-visible value sooner

B. Obtain feedback on a working end-to-end capability

C. Reduce the risk of completing large amounts of partially integrated work

D. Eliminate the need for acceptance criteria

E. Ensure each specialist works independently from the rest of the team

ANSWER: A B C

Explanation:

Vertical slicing enables the team to **deliver customer-visible value sooner**, **obtain feedback on a working end-to-end capability**, and **reduce the risk of completing large amounts of partially integrated work**. A vertical slice typically includes the work needed across relevant layers of the solution to provide a thin but usable piece of functionality.

By contrast, horizontal slicing by technical layer can create inventory such as completed database work or user-interface work that provides no independently usable value. Vertical slices support incremental delivery, early validation, and more flexible reprioritization as the team learns from users and stakeholders. See the Agile Alliance overview of vertical slices.

QUESTION NO: 92

A client is pressed for time and wants to launch a product with three components as soon as possible to gain market share. An agile lead proposes the following agile strategy to gain time: Three teams will work on the design and development of each component. Once all three components are finished, they will be tested and integrated.

Is this agile strategy appropriate?

A. Yes, this is a case of sequential development where working in parallel is an accepted strategy in agile to gain time.

B. Yes, this is a case of hybrid development where a product is divided into components and agile is used for component development and integration.

C. No, dividing the development team into three separate teams will diminish communication and result in delays.

D. No the feedback loops are being altered, which can result in big failures and delays

ANSWER: D

Explanation:

“No the feedback loops are being altered, which can result in big failures and delays” is correct because the proposed approach postpones both integration and validation until every component is complete. Agile delivery relies on short feedback cycles that expose technical incompatibilities, unmet user needs, dependency issues, and quality concerns early, when they are less expensive and faster to address. A potentially releasable integrated product increment—not separately completed component work—is the meaningful basis for obtaining stakeholder feedback and making informed adaptation decisions.

Teams may work concurrently when that supports delivery, but their work should be frequently integrated and tested against the whole product. In this scenario, deferring those activities creates a large batch of unvalidated work. Any late-discovered integration issue can affect all three components, creating rework and jeopardizing the time-to-market objective. Continuous integration, frequent cross-team coordination, and regular stakeholder feedback would reduce this risk while preserving the ability to develop in parallel. This aligns with the Agile principle of delivering working software frequently and welcoming learning-driven change, as described in the Agile Manifesto principles. It also reflects the Scrum expectation that an Increment be usable and meet its Definition of Done, including any necessary integration, as stated in the Scrum Guide.

QUESTION NO: 93

A term used to describe the work that can be delivered which meets the business requirements without exceeding them. (Choose two.)

A. Epic

B. Minimum Viable Product

C. Theme

D. User Story

E. Minimum Marketable Features

ANSWER: B E

Explanation:

Minimum Viable Product and Minimum Marketable Features both describe deliberately limiting delivered scope to the smallest useful amount that addresses a defined business need. A Minimum Viable Product is an early, minimal version of a product or capability used to validate assumptions, obtain customer feedback, and learn whether the proposed value is viable before making further investment. Its emphasis is on delivering enough functionality to test value and guide subsequent prioritization.

Minimum Marketable Features refers to the smallest coherent set of features that provides marketable customer value and can be released. This concept supports incremental delivery by identifying a thin, valuable slice of functionality that satisfies a business objective without including unrelated enhancements or speculative work. In agile delivery, both concepts help teams focus on value, avoid overbuilding, and use feedback from a usable release to refine the product backlog. PMI's agile guidance emphasizes value-driven delivery, frequent feedback, and prioritizing work that produces the highest customer and business value. See PMI's guidance on focusing on value and the Atlassian overview of MVP.

QUESTION NO: 94

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

Explanation:

The team should determine who is best qualified to address the challenges. Agile teams are cross-functional and self-managing: the people doing the work collectively assess technical issues, share their knowledge, and decide how to organize the work needed to meet the Sprint Goal. Identifying the team member or members with the most relevant technical expertise enables prompt investigation, collaboration, and practical resolution of the challenges while retaining team ownership of delivery.

This action does not necessarily mean that one specialist works alone. The qualified person can lead analysis, pair with other team members, coach colleagues, or help the team decide whether to split, refine, or sequence the affected work. The key PMI-ACP principle is that the delivery team manages how work is performed and uses its collective skills to solve problems. This supports adaptive planning and preserves accountability within the team. The Scrum Guide describes Developers as self-managing and responsible for deciding who does what, how, and when: The Scrum Guide. PMI also identifies adaptive approaches and empowered teams as foundational agile practices: PMI Agile Certified Practitioner (PMI-ACP).

QUESTION NO: 95

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:

Before release-planning discussions, the team should be prepared with a shared understanding of the backlog items that could deliver the intended customer-complaint capability. “Read and identify user stories from the backlog that will contribute to accomplishing the goal” supports a goal-oriented release conversation: the team can focus on outcomes such as customers submitting complaints, service staff receiving them, tracking status, and recording resolutions. This preparation helps ensure that the workshop begins with relevant, sufficiently understood backlog candidates rather than broad, unfocused discovery.

The team should also “Consider the possible risks of each selected user story and the value they add for the final user.” Release planning involves making informed trade-offs among value, uncertainty, dependencies, and feasibility. Considering customer value enables prioritization toward the most meaningful early capabilities, while examining risks exposes items that may require research, sequencing, mitigation, or earlier validation. Together, these actions provide the information needed to establish a realistic release goal and select a coherent set of valuable stories. PMI’s agile guidance emphasizes value-driven delivery, progressive planning, and active risk management in agile work. See PMI’s Agile Practice Guide resources and the PMI overview of agile project-management approaches.

QUESTION NO: 96

When preparing an analysis, what should be used to encourage stakeholders who are concerned about project failure to authorize the initial investment?

A. Calculated planned percent complete (PPC)

B. Many small minimally marketable features (MMFs)

C. Story points rather than cost estimates

D. Calculated earned value (EV)

ANSWER: B

Explanation:

Many small minimally marketable features (MMFs) are appropriate because they frame the proposed investment as a sequence of small, independently valuable releases rather than as a single, high-risk commitment. An MMF delivers a coherent capability that can be released to users or customers and provides discernible business value. This lets stakeholders authorize a limited initial investment, assess actual outcomes early, and make informed continuation, adjustment, or stop decisions as evidence emerges.

For stakeholders concerned about failure, this incremental funding and delivery approach reduces exposure: the organization does not need to commit the full budget before learning whether assumptions about customer needs, solution viability, or expected benefits are valid. Early MMFs also create opportunities to obtain feedback and realize value sooner, which strengthens confidence in the product direction and the team’s ability to deliver. This reflects agile value-driven delivery, in which work is prioritized and released in small increments to maximize early value and manage uncertainty. PMI describes agile approaches as delivering value iteratively and incrementally in its Agile Practice Guide resources; PMI also discusses adaptive, value-focused delivery in its Disciplined Agile guidance.