

Professional Agile Leader I

1. What traditionally "good" behavior can impede the adoption of an agile culture? (choose the best answer)

A. Encouraging specialization

B. Rewarding outstanding individual performance

C. Enforcing organization-level technology standards

D. Rewarding high utilization

E. Managing to: fixed-scope, schedule, and budget goals

F. All the above

Answer(s): F

2. You manage a product delivery organization. Your manager asks you to create a plan for the next fiscal year describing what will be delivered.

What is the best way to proceed? (choose the best answer)

A. Work with the Product Owner(s) to analyze current delivery capabilities against demand, then use that data to build a probabilistic forecast that serves to illustrate what might be achieved.

B. Use your knowledge to make the plan and later negotiate its implementation with the Scrum Team.

C. Work with specialists from each team to build an estimated backlog that you can translate into a Gantt chart.

D. Ask each Scrum Team to estimate the current backlog and make a plan against the story points previously delivered. Then normalize story points across teams to combine the estimates.

Answer(s): A

3. You are a manager responsible for a product being developed by a Scrum Team. A sales representative wants a particular feature in the product. They believe that it will help close a deal. The Product Owner understands the need but believes that there are more valuable things on the Product Backlog that will lead to more long-term business. The sales representative appeals to you to intervene. How do you respond? (choose the best answer)

A. Ask the Product Owner to implement the feature anyway since it will close a deal.

B. Reach out to Developers who you think may support your position, in the hope of gaining more support for the idea.

C. Support the Product Owner's decision to focus on broader market needs in the long run, even though it may mean loss of short-term business.

D. Lobby other stakeholders to express support for adding the feature, to put more pressure on the Product Owner.

Answer(s): C

4. You manage a development organization. The organization currently rewards individual performance bonuses to only a few top-performers on a yearly basis. As a result, only one member of a team might get a bonus, while all others get nothing. Some of your teams feel that this is unfair since everyone on a team contributes to the success or failure to achieve goals. They would like to move toward team bonuses.

What do you think needs to be done? (choose the best answer)

A. Allocate the bonus to the team and let them decide how to split-up the bonus.

B. Nothing: you value high-performers and want to reward their contributions.

Answer(s): A

5. Of the following choices, what is the most effective way a Scrum Master can keep a Scrum Team working at its highest level of productivity? (choose the best answer)

A. Prevent changes to the backlogs once the Sprint begins.

B. Keep high value features high in the Product Backlog.

C. Facilitate Scrum Team decisions and remove impediments.

D. Ensure the meetings start and end at the proper time.

E. Run the Daily Scrum.

Answer(s): C

6. Your organization wants to improve its Time-to-Market.

Which of the following improvements would help best? (choose the best answer)

A. Creating a centralized team to handle all product releases.

B. Reducing the size of each release to deliver fewer features.

C. Splitting the product into components that are developed in parallel.

D. Establishing a common release schedule for all products.

Answer(s): B

7. What measure does NOT provide relevant or useful information about a team's ability to deliver value to the user/customer in the future? (choose the best answer)

A. Story points delivered trends.

B. User/customer satisfaction trends.

C. Technical debt trends.

D. Consistent achievement of Sprint Goals.

Answer(s): A

8. What is a primary benefit of an agile approach? (choose the best answer)

A. It helps organizations to deliver more quickly.

B. It helps organizations reduce cost.

C. It helps organizations to deliver on commitments.

D. It helps organizations better deliver value and satisfy customers.

Answer(s): D

9. Which of the following will NOT help a team increase its frequency of delivery? (choose the best answer)

A. Reducing cross-team dependencies.

B. Automating delivery processes.

C. Synchronizing release schedules across teams.

D. Product Backlog refinement.

Answer(s): C

10. What is the primary benefit of an agile approach as compared to a traditional up-front approach? (choose the best answer)

A. To maximize value.

B. To utilize resources efficiently.

C. To deliver on-time, on-budget, and on-scope.

D. To minimize risks.

Answer(s): A

11. You manage a development organization. The Scrum Master of one of the Scrum Teams you are responsible for requests that you only communicate with the team through her.

What do you do? (choose the best answer)

A. Agree to her request, yet indicate that there may be occasions where you may still communicate directly with the Scrum Team. As a leader, it is your responsibility to help the team retain focus.

B. Do not agree to her request. Explain that management holds you accountable for the ScrumTeam's results, and that you need access to the team to fulfill your responsibilities.

Answer(s): A

12. Which of the following is NOT true of cross-functional teams? (choose the best answer)

A. The team spends less time waiting on people outside the team to get things done.

B. Team members have a greater opportunity to deliver product increments that deliver value to users.

C. Cross-functional teams help team members develop deep technical specializations.

D. Cross-functional teams encourage team members to step outside their comfort zone to get things done.

E. Team members have more opportunities to grow their skills by learning from others.

Answer(s): C

13. One of the newest and least experienced Scrum Teams in your organization has 7 members: 3 are in London (UK), 1 is in Paris (FR), and 3 are in Mumbai (IN).

What outcome would you expect? (choose the best answer)

A. The team will likely need help with communication and knowledge sharing challenges.

B. Each location should have an on-site Scrum Master.

C. The cost of delivering the product will be significantly lower than if all team members were together in London (UK).

D. Having team members in multiple locations actually increases productivity because the work can "follow the sun."

Answer(s): A

14. Which of the following is NOT a good reason to keep a team together for an extended period of time? (choose the best answer)

A. To improve a team's focus.

B. To improve the exchange of expertise within the Scrum Team.

C. To improve team collaboration.

D. To improve utilization.

E. To make forecasting more consistent.

Answer(s): D

15. A new agile initiative is being mobilized, and you are the manager tasked with staffing the teams. How do you decide which team each member should belong to? (choose the best answer)

A. Bring together interested people, discuss product goals, remind teams that they need to balance skills and experience, and let the teams self-organize.

B. Group people together who have a similar skill set to maximize efficiency and utilization.

C. Assign people to teams in such a way that balances skills, experience, and seniority as evenly as possible.

D. Group people together who already know each other from previous teams.

E. Group people together based on which components of the system they are most familiar with.

Answer(s): A

16. You manage a development organization. One of your Scrum Teams is continually interrupted by unplanned work related to production incidents for a legacy application unrelated to their product. A few team members have historical knowledge of the legacy application. How should the Scrum Team manage the interruption and unplanned work? (choose the best answer)

A. Work with the Scrum Team to help transfer the knowledge to other teams better aligned with the application support mission.

B. The Scrum Team should fit the work in, working overtime if that is what it takes.

C. New development work should be put on hold until the production support work is completed; supporting existing applications is always more important than new work.

Answer(s): A

17. How EBM helps organizations to take into account the best available evidence to help them make decisions on ways to improve?

A. By becoming a data-driven organization

B. By defining goals and follow them

C. By implementing analytics tools

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

E. By recording and measuring evidence data

Answer(s): D

18. What are some Key Value Measures (KVMs) defined by EBM? Select all answers that apply

A. Product Cost Ratio

B. Customer or User Satisfaction Gap

C. Market Share

D. Employee Satisfaction

E. Revenue per Employee

F. None

Answer(s): F

19. A complex domain is where _____

A. Almost everything is unknown.

B. More is unknown than known.

C. Very little is known.

D. More is known than unknown

Answer(s): B

20. Which of the following will help three Scrum Teams working on the same Product deliver an Increment at the end of the Sprint? Select three answers.

A. Having a different Product Owner for each team.

B. Reducing dependencies between teams.

C. Synchronizing release schedules across all the Teams.

D. Having one Product Backlog for each Scrum Team

E. Automating the integration and delivery process.

F. Product Backlog Refinement.

Answer(s): B,E,F
