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**QUESTION 1**

Inexperienced Agile teams tend to overestimate how much they will achieve in the first Sprint.

Which project management activity will be most important in this case?

- A. Determine the Velocity of the Team and plan accordingly
- B. Use Planning Poker to get a reliable estimate
- C. Use Stakeholder Management to manage expectations

Correct Answer: C

QUESTION 2

A large company of more than 400 people changes from the Waterfall to the Agile framework. The company uses the approach of applying Scrum to all projects in the organization using an all-in scenario. The leaders are reluctant to fully commit to Scrum and there are no experienced Scrum Masters available within the organization yet. Six months later, Scrum has failed in the company. Many different applications of Scrum have been tried with varying degrees of success. The company gives up and returns to the Waterfall approach.

What is the most likely reason that the transition did not work?

- A. Scrum was not properly promoted as a best practice and the best way to solve the problems of the organization which created a big risk.
- B. The change to Agile was not disruptive enough to provoke a real change and there was not enough commitment to keeping the new process.
- C. The company was too large to transition easily. A successful pilot project should have been done first, to be able to copy from.
- D. There was no public display of Agility and, therefore, customers kept asking for Waterfall projects. The company gave up too early.

Correct Answer: C

QUESTION 3

What is the recommended way of removing the resistance presented by skeptics?

- A. Appoint a champion skeptic
- B. Fire them
- C. Move them
- D. Reiterate and reinforce the commitment



Correct Answer: A

QUESTION 4

A team's physical environment can have a big influence on how Agile a team can become.

An important benefit of an open space workplace is the ease with which the layout of the area can be changed.

Why does this comply with the Agile principles?

- A. It follows the inspect and adapt cycle, as the people on the team are learning how to work best with one another during the process.
- B. Pair programming is only possible in an open environment.
- C. Self-organization is only possible in an open space environment.
- D. With people involved, there will always be people issues. Open work spaces allow the Scrum Master to detect people issues and resolve them.

Correct Answer: C

QUESTION 5

Sprint planning should result in a commitment on what will be delivered at the end of the Sprint. Who makes this commitment?

- A. The Product Owner
- B. The Scrum Master
- C. The team

Correct Answer: C

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