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QUESTION 1

A project manager for a large project\\'s agile team is developing new workflows to meet changing business needs. As the second sprint is running, the product owner and agile team begin to receive more details that impact the scope change

of running items. The agile team

requests a change in the sprint goals and sprint backlog items.

What should the project manager do?

A. Create a parallel sprint to deliver the additional items.

B. Guide the agile team to add the new scope to the product backlog.

C. Pause the sprint to allow time to include the new items.

D. Moderate the expectations for sprint quality.

Correct Answer: B

QUESTION 2

A project manager is managing two agile teams and reviewing their metrics to find out which team is performing better. Which approach should be taken?

A. The team with the higher velocity is performing better and should be rewarded.

B. The issue should be addressed as part of a retrospective in the next iteration.

C. The velocity should not be compared as teams can size items differently.

D. The velocity of both teams should be compared at the end of every iteration.

Correct Answer: C

QUESTION 3

A few new team members working on a public housing project are unfamiliar with the system. They do not understand how to evaluate residents applying for a subsidy to build a house, including the rules and criteria for applicant approval. What should the project manager do?

A. Plan a training session for the new team members not familiar with the system.

B. Communicate the rules and criteria to the team members through email.

C. Work only with the team members familiar with the system

D. Document which rules and criteria the new team members are not familiar wit

Correct Answer: A

QUESTION 4

A project manager is leading a hybrid project. The self-organizing teams are continually late in delivering their demos, resulting in low morale. The steering committee is familiar with the reporting and planning associated with a predictive approach and is concerned about the project because it is unclear if the expected value will be delivered.

What should the project manager do?

A. Emphasize to the teams the importance of reaching the agreed deadlines and value.

B. Request to coach the team to ensure motivated project team members are on board.

C. Update the project schedule with a buffer to reflect the expected delays being incurred by the team.

D. Suggest to the teams to limit the scope of work per iteration so they will start to deliver more reliably.

Correct Answer: A

QUESTION 5

One phase of a project took much longer than initially anticipated The key stakeholders expressed their concern regarding a potential project delay. What should the project manager do?

A. Expedite the next phase to reduce slippage

B. Add more float to the overall project schedule

C. Request additional contingency from the sponsor.

D. Organize a root cause analysis (RCA) workshop.

Correct Answer: D

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