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Scrum PAL-I exam is a valuable tool for professionals who are interested in advancing their careers in agile leadership. It is designed to help professionals demonstrate their knowledge and expertise in agile leadership, and to provide them with the credentials needed to stand out in a competitive job market. PAL-I Exam is also an excellent way for professionals to improve their skills and knowledge in agile leadership, and to stay up-to-date with the latest developments in the field.

## Scrum Professional Agile Leadership (PAL I) Sample Questions (Q43-Q48):

### NEW QUESTION # 43

You are a manager at an organization that develops and provides products and services for customers. The Scrum Master and the Developers have come to you asking for advice concerning the lack of availability of their team's Product Owner. Due to organizational limitations, the Product Owner has other responsibilities outside of the Scrum Team and cannot dedicate all of his time to the team. The Product Owner is the subject matter expert of the product that the Scrum Team is building and replacing or duplicating his knowledge is very difficult. The Scrum Master has discussed this issue with the Product Owner but the team is still struggling to meet their goals without more guidance from the Product Owner.

As a manager, what is the best way for you to help the Scrum Master?

- A. Add additional team members such as a Business Analyst or Proxy PO to assist the Product Owner and support the team when the Product Owner is not available.
- B. Offer to work with him, the Product Owner, and his manager, to find a way to ensure that the Product Owner's availability is high enough for the Scrum Team to continuously deliver value.
- C. Work with the resource manager to hire a full-time Product Owner.
- D. Suggest allowing the Developers to make the decisions based on what they think is best and ensure that the decisions are documented.

**Answer: B**

### NEW QUESTION # 44

The Sprint Review is the last event of the Sprint.

- A. FALSE
- B. TRUE

**Answer: A**

### NEW QUESTION # 45

What makes adaptation easier? Select two answers

- A. Empowerment
- B. Leadership
- C. Adaptability training
- D. Decision taker
- E. Self-managing

**Answer: A,E**

### NEW QUESTION # 46

You manage a development organization. A member of one of your Scrum Teams keeps being interrupted by the 'Operations Group' due to his domain expertise on a legacy application that is critically important to another part of your organization. The Scrum Team has approached you to help them fix this issue. What can you do to help them?

(Choose the best answer)

- A. Send someone from the team to work with the Operations Group to avoid interruptions.
- B. Work with the Scrum Team to help transfer the knowledge to another individual outside the Scrum Team for future occurrences.
- C. Talk to the Product Owner and let them deal with the situation.
- D. Explain that the Operations work is important and ask them to find a way to accommodate the work.

**Answer: B**

Explanation:

This scenario highlights a common challenge in Agile organizations: balancing unplanned work (interruptions) with planned development work. Agile leaders should focus on removing impediments that disrupt the Scrum Team's ability to deliver value while

ensuring business-critical operations are still supported.

Analysis of Each Answer Option:

#Option A: Send someone from the team to work with the Operations Group to avoid interruptions.

\* This does not solve the root cause of the interruptions; it merely shifts the problem to another team member.

\* It reduces development capacity, impacting the team's ability to meet Sprint Goals.

\* Agile leaders should seek systemic solutions rather than temporary fixes.

#Option B: Explain that the Operations work is important and ask them to find a way to accommodate the work.

\* While Operations work may be important, simply asking the team to accommodate the interruptions ignores the core Agile principle of focus.

\* Scrum Teams should be protected from excessive outside distractions to maintain productivity and deliver high-quality work.

\* Agile leaders should actively remove obstacles, not just ask teams to adapt.

#Option C: Work with the Scrum Team to help transfer the knowledge to another individual outside the Scrum Team for future occurrences. (Best Answer)

\* This approach addresses the root cause of the interruptions by ensuring the Operations Group has alternative resources for support.

\* Knowledge transfer prevents future disruptions, allowing the Scrum Team to focus on delivering value.

\* Agile leaders enable sustainable solutions rather than quick fixes.

\* This aligns with Agile principles of cross-functional collaboration and decentralized knowledge, reducing dependencies on a single individual.

#Option D: Talk to the Product Owner and let them deal with the situation.

\* The Product Owner is responsible for managing the Product Backlog, not operational interruptions.

\* While the Product Owner may help prioritize work, this is a leadership and organizational issue, not a backlog prioritization issue.

\* Passing responsibility to the Product Owner does not help remove the impediment effectively.

References from Professional Agile Leadership (PAL) Documents:

\* Scrum Guide (2020)- Scrum Teams should be self-managing and protected from unnecessary external distractions.

\* Professional Agile Leadership Essentials (PAL-E) Guide- Agile leaders should remove impediments and enable teams to focus on delivering value.

\* Lean and DevOps Practices- Promotes knowledge sharing to eliminate single points of failure and reduce operational dependencies.

\* The Agile Manifesto - Principles Behind the Agile Manifesto- Encourages sustainable work practices and cross-team collaboration.

By applying these Agile leadership principles, Option C is the best answer, as it eliminates future interruptions and enables sustainable knowledge sharing across the organization.

## NEW QUESTION # 47

Which of the following is a measure of the relative percentage of the market not controlled by the product?

- A. Time to remove Impediment
- B. Change Failure Rate
- C. Customer Satisfaction
- D. Market Share
- E. Time-to-Learn
- F. Ability to Innovate

Answer: D

## NEW QUESTION # 48

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