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Scrum Professional Agile Leadership (PAL I) Sample Questions (Q17-Q22):

NEW QUESTION # 17

In Agile the highest priority is to satisfy the customer. If a customer wants a feature, the Product Owner must ask the Scrum Team to deliver it as fast as possible.

- A. TRUE
- B. FALSE

Answer: B

NEW QUESTION # 18

What are the characteristics of the Scrum Team? Select three answers

- A. Hierarchical
- B. self-managing
- C. cohesive
- D. cross-functional
- E. Divided into sub-teams
- F. self-contained

Answer: B,C,D

NEW QUESTION # 19

Who forecasts how much can be completed within a Sprint?

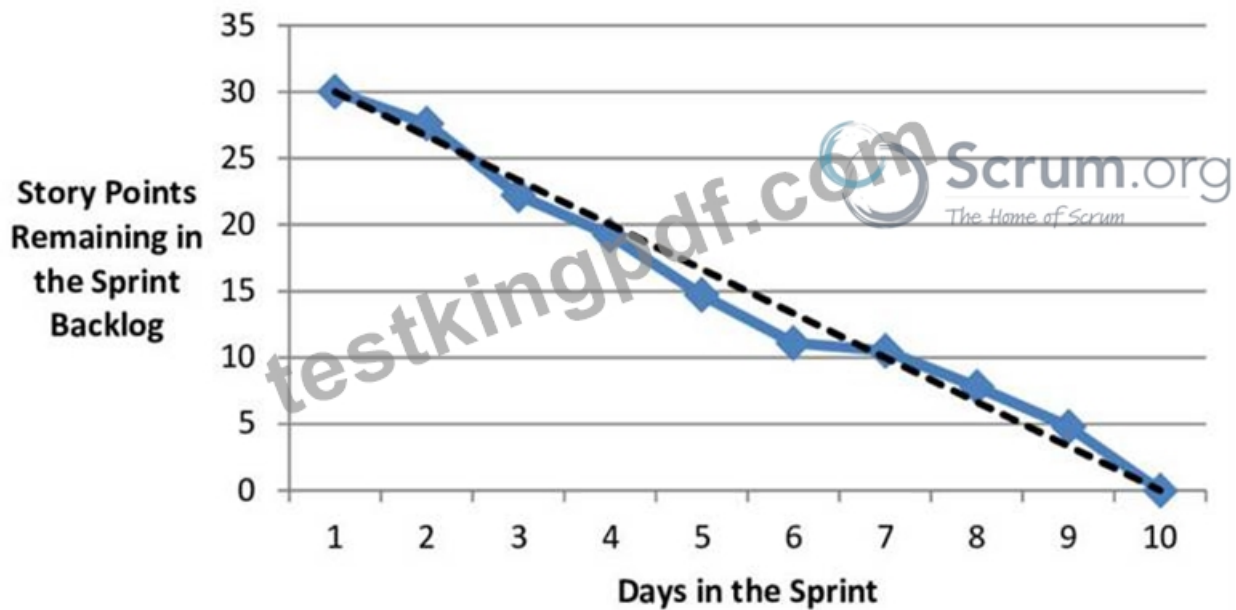
- A. The Product Owner
- B. Developers
- C. Project Manager
- D. Stakeholders
- E. The Scrum Team
- F. The Scrum Master

Answer: B

NEW QUESTION # 20

What does a trendline in a burndown chart describe?

Sprint Burn-Down Chart



- A. When all technical tasks are expected to be completed.
- B. When all technical tasks will be completed.
- **C. The actual remaining effort.**
- D. When all remaining tasks will be completed.
- E. All of the answers.
- F. When all remaining tasks are expected to be completed.

Answer: C

NEW QUESTION # 21

You manage a product development organization. Some of your teams determine that they need access to a "production-like" test environment so that they can assess the scalability of their application as they build it. Current processes stipulate that expensive "production-like" test environments are only available as part of final application acceptance testing, just prior to releasing the application to production. Earlier access is not possible since other teams are using the pre-production test environments. Which two of the following strategies would you pursue? (Choose the two best answers)

- **A. You help them find someone who can help them with setting up testing and simulation software that can partially emulate the "production-like" test environment.**
- **B. You work with the teams to develop a business case for procuring or gaining access to the necessary environment for validating the scalability of the product.**
- C. They should add additional time to the release schedule to account for the additional testing and rework that the team will have to do when they find defects late in the delivery cycle. Set stakeholder expectations accordingly.
- D. Tell the teams to do their best with their current test environment, simulating production as much as possible. Then release the product and let the customer determine if the product can scale.

Answer: A,B

Explanation:

Agile leadership emphasizes enabling teams by removing impediments and supporting them in achieving high-quality delivery. This question highlights a typical challenge where teams lack early access to an essential testing environment, which can impact the quality and scalability of their product.

Analysis of Each Answer Option:

#Option A: You help them find someone who can help them with setting up testing and simulation software that can partially emulate the "production-like" test environment.

- * This aligns with Agile principles by promoting collaboration and removing obstacles.
- * In the absence of direct access to a production-like environment, simulation software or performance testing tools (such as JMeter, Gatling, or AWS Load Testing) can help teams validate their application's scalability earlier.
- * This approach is cost-effective and practical, reducing the risk of discovering performance bottlenecks too late in the development process.

#Option C: You work with the teams to develop a business case for procuring or gaining access to the necessary environment for validating the scalability of the product.

- * A key Agile leadership responsibility is to advocate for necessary resources that improve team effectiveness.
- * Developing a business case helps align leadership and stakeholders on the importance of investing in scalable test environments.
- * The business case should outline the risks of late-stage scalability issues and the potential cost savings of addressing them earlier in development.

#Option B: They should add additional time to the release schedule to account for the additional testing and rework that the team will have to do when they find defects late in the delivery cycle. Set stakeholder expectations accordingly.

- * This approach contradicts Agile principles, which emphasize early detection and continuous testing.
- * Waiting until later stages increases the risk of expensive fixes and technical debt, leading to delayed releases and reduced agility.
- * Instead of accepting inefficiencies, Agile leaders should proactively remove impediments.

#Option D: Tell the teams to do their best with their current test environment, simulating production as much as possible. Then release the product and let the customer determine if the product can scale.

- * This violates Agile's emphasis on delivering high-quality, working software at every iteration.
- * Releasing without adequate scalability testing can lead to failures in production, damaging customer trust and increasing operational costs.
- * Agile leaders should empower teams to validate scalability before deployment rather than relying on customers to find issues.

References from Professional Agile Leadership (PAL) Documents:

- * Scrum Guide (2020)- Empirical process control encourages frequent inspection and adaptation to avoid late-stage defects.
- * Professional Agile Leadership Essentials (PAL-E) Guide- Agile leaders should enable teams by removing impediments and ensuring they have the right resources.
- * Agile Testing Quadrants (Lisa Crispin & Janet Gregory)- Early-stage simulation and performance testing help identify scalability issues before production.
- * Lean-Agile Principles (SAFe & LeSS frameworks)- Reducing waste and shortening feedback loops is critical for high-quality product delivery.

By applying the above principles, the best course of action is to provide teams with testing alternatives (Option A) and advocate for better resources (Option C).

NEW QUESTION # 22

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