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Professional Agile Leadership (PAL-I)
QUESTION & ANSWERS

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Scrum Professional Agile Leadership (PAL I) Sample Questions (Q20-Q25):

NEW QUESTION # 20

Which of the following statements is true: (choose the best answer)

- **A. Delivering a solution and gathering feedback provides valuable information to plan the next step.**
- B. Projects succeed when they spend additional time identifying and mitigating risk.
- C. Projects succeed when they spend additional time defining and reviewing requirements.
- D. Empirical approaches work fine for small teams and simple problems, but cannot scale to large, complex problems.

Answer: A

Explanation:

Agile is based on the empirical process of delivering increments of value and using the feedback to adapt the plan. This approach allows the team to respond to change effectively and ensures that each iteration is better informed than the last.

NEW QUESTION # 21

You are the manager of a team, and a disagreement arises between Developers about the technical approach the team should use to solve a particular challenge. The debate gets quite heated, and there does not seem to be a compromise position. How should the team proceed?

(Choose the best answer)

- **A. The Developers should run an experiment to test the alternative approaches.**
- B. The Product Owner should decide which approach to take.
- C. The Scrum Master should decide which approach to take.
- D. You, as a manager, should decide which approach to take.

Answer: A

Explanation:

In Agile environments, teams are self-organizing, meaning that technical decisions should be made by the Developers rather than by external roles such as the manager, Scrum Master, or Product Owner. When a conflict arises, an empirical approach—such as running an experiment—is the best way to determine the most effective solution.

Analysis of Each Answer Option:

#Option A: The Product Owner should decide which approach to take.

* The Product Owner's role is to define and prioritize product backlog items based on business value, not to make technical decisions.

* The Scrum Guide (2020) explicitly states that the Product Owner does not dictate how work is done; that is the responsibility of the Developers.

#Option B: The Developers should run an experiment to test the alternative approaches. (Best answer)

* This aligns with Agile's empirical approach (inspection, adaptation, and transparency).

* Running an experiment allows the team to gather real-world data rather than relying on opinions.

- * It supports a culture of experimentation and continuous improvement, a key principle in Agile and DevOps practices.
 - * This method resolves conflicts objectively, helping teams align on the best solution without personal biases.
- #Option C: You, as a manager, should decide which approach to take.
- * Agile leaders empower teams to make decisions rather than directing them.
 - * If the manager intervenes in technical decision-making, it undermines self-organization and reduces the team's accountability.
 - * This approach reflects a command-and-control mindset, which contradicts Agile leadership principles.
- #Option D: The Scrum Master should decide which approach to take.
- * The Scrum Master's role is to facilitate discussions and help teams resolve conflicts, but they do not make technical decisions.
 - * The Scrum Guide (2020) defines the Scrum Master as a servant leader who coaches teams rather than directing them.
 - * The Scrum Master can encourage an experiment but should not impose a decision.

References from Professional Agile Leadership (PAL) Documents:

- * Scrum Guide (2020)- Defines self-managing teams where Developers make technical decisions.
- * Professional Agile Leadership Essentials (PAL-E) Guide- Agile leaders should create an environment that supports experimentation and empirical decision-making.
- * Lean Startup (Eric Ries)- Encourages teams to test hypotheses with real data instead of debating theories.
- * The Agile Manifesto - Principles Behind the Agile Manifesto- Advocates for self-organizing teams and continuous learning through experimentation.

By applying these Agile principles, the best approach is Option B, as it empowers the team to resolve conflicts through experimentation and empirical evidence.

NEW QUESTION # 22

What is used to move toward goals?

- A. Continuous movement
- B. Continuous improvement
- C. Hypotheses and experiments
- D. AB testing
- E. Try and error

Answer: C

NEW QUESTION # 23

When is a Goal achieved?

- A. When the defined measures indicate that are according to the expectations
- B. When the deadline is reached
- C. When the Product Owner says it was achieved
- D. When all the features of the goal are developed
- E. When the experiment is successful
- F. When the increment is released

Answer: A

NEW QUESTION # 24

The Agile Manifesto values more comprehensive documentation over working software.

- A. FALSE
- B. TRUE

Answer: A

NEW QUESTION # 25

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