

CERTIFIED AGILE ASSOCIATE IPMA LEVEL D®

WRITTEN EXAM

MULTIPLE CHOICE QUESTIONS

SAMPLE EXAMINATION WITH ANSWER

Important information	<p>Please write your name on the title page.</p> <p>Please use the page numbers displayed at the bottom of each page to check whether you have received the exam paper in full.</p> <p>Place a cross as <u>clearly</u> and <u>precisely as possible</u> for each answer. Answer all questions. No deductions will be made for incorrect answers.</p>		
Resources	<p>You may use all forms of printed documents as well as personal notes.</p> <p><u>Not permitted</u> are items of equipment that facilitate communications beyond the examination room.</p>		
Exam duration	The specified time is a broad guideline.		75 minutes
Valuation	The exam has a total of 60 questions. 1 point for each correct answer		60 points

Date	First name	Surname	No. of points achieved

Question No.	1	ID	A222	Competence indicator	Context 3.1
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Legal considerations can mean risks for the agile project. What is it therefore essential for the agile leader to consider?

A	<input checked="" type="checkbox"/>	Avoidance of legal disputes
B	<input type="checkbox"/>	Clarification of the tasks between the line and the agile project
C	<input type="checkbox"/>	Development of a contingency plan
D	<input type="checkbox"/>	Pay attention to the risk culture of the organisation

Question No.	2	ID	A223	Competence indicator	People 1.4
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Effective time management in the agile project helps to prioritise competing requirements. Which of the four answers describes a task that is urgent and important?

A	<input checked="" type="checkbox"/>	Become active when resources are not available.
B	<input type="checkbox"/>	Check social media to see what's going on
C	<input type="checkbox"/>	Doing things, we like doing
D	<input type="checkbox"/>	Revise the Sprint planning

Question No.	3	ID	A93	Competence indicator	Practices 2.2
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Over the years, the agile approach has gained acceptance; not only to manage the stakeholders, but also to actively involve them. Which of the four answers defines a possible approach?

A	<input type="checkbox"/>	Analyse the company's requirements
B	<input checked="" type="checkbox"/>	Use Sprint demos to actively involve stakeholders in the product design
C	<input type="checkbox"/>	Analyse and take into consideration the relationships between the stakeholders
D	<input type="checkbox"/>	Following up on conflicting goals and conflicts of interest

Question No.	4	ID	A37	Competence indicator	Practices 4.4
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Implementation in agile projects that use the Scrum approach takes place in iterations. What are these iterations called?

A	<input checked="" type="checkbox"/>	Sprints
B	<input type="checkbox"/>	User stories
C	<input type="checkbox"/>	Sprint retrospective
D	<input type="checkbox"/>	Sprint review

Question No.	5	ID	A108	Competence indicator	Practices 9.3
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A possible contractual model in the agile approach is fixed-price contracts. However, fixed price contracts for agile projects present a number of problems. Which of the four answers describes a possible problem?

A	<input type="checkbox"/>	Roles in agile projects are neither defined nor contractually described.
B	<input type="checkbox"/>	As a rule, a fixed-price contract also includes further development, maintenance, support.
C	<input checked="" type="checkbox"/>	A fixed-price contract severely restricts agility in an agile project.
D	<input type="checkbox"/>	The functionalities are completely defined at the beginning.

Question No.	6	ID	A60	Competence indicator	Practices 13.1
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There is no change without resistance. What is a possible sign of resistance to change?

A	<input checked="" type="checkbox"/>	Fear of loss and fear of the future
B	<input type="checkbox"/>	Trying out alternatives
C	<input type="checkbox"/>	Identifying new opportunities
D	<input type="checkbox"/>	Devaluing of information

Question No.	7	ID	A224	Competence indicator	People 7.3
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When dealing with a conflict in an agile team, open communication is important. Which of the listed communication skills is essential here?

A	<input checked="" type="checkbox"/>	Avoid interpretations: Clarify the issues raised in the discussion by listening actively
B	<input type="checkbox"/>	Communication with evaluation
C	<input type="checkbox"/>	Avoid "I-messages"
D	<input type="checkbox"/>	Keeping your own concerns to yourself

Question No.	8	ID	A225	Competence indicator	Context 3.1
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An agile leader also has the task of protecting project-specific data from loss, theft or misuse. What preventive activities should he therefore take up?

A	<input type="checkbox"/>	Collect and prepare best practices
B	<input type="checkbox"/>	Promote the exchange of experience between agile leaders
C	<input checked="" type="checkbox"/>	Prepare and communicate guidelines for team members
D	<input type="checkbox"/>	Ensuring an appropriate balance between tension/stress and relaxation

Question No.	9	ID	A69	Competence indicator	Context 5.1
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By which behaviour does one speak of a deficit in terms of culture and values? If the agile leader in agile projects ...

A	<input type="checkbox"/>	shares information advantages with the team.
B	<input type="checkbox"/>	weights interactions higher than processes and tools.
C	<input type="checkbox"/>	uses changes for the competitive advantage of the customer.
D	<input checked="" type="checkbox"/>	follows the Sprint plan as a matter of top priority.

Question No.	10	ID	A17	Competence indicator	People 4.3
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Listening actively is a fundamental attitude and a support for development. But what does "listening actively" mean?

A	<input checked="" type="checkbox"/>	Wanting to understand
B	<input type="checkbox"/>	Introducing one's own ideas and wishes
C	<input type="checkbox"/>	Justifying and defending oneself
D	<input type="checkbox"/>	Interrupting the person speaking without good reason

Question No.	11	ID	A33	Competence indicator	Practices 2.2
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The Product Owner represents the stakeholders of the agile project. What is one of his principal tasks in this role in an agile project?

A	<input type="checkbox"/>	The Product Owner ensures that obstacles are removed.
B	<input checked="" type="checkbox"/>	The Product Owner sorts and prioritises the tasks in the Product Backlog and ensures that the team understands the tasks.
C	<input type="checkbox"/>	The Product Owner keeps an eye on the entire project and moderates the daily stand-up.
D	<input type="checkbox"/>	The Product Owner is responsible for the implementation and for the quality of the project.

Question No.	12	ID	A226	Competence indicator	Practices 4.4
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A Product Backlog item is a single element in the Product Backlog. What is an important advantage of Product Backlog items?

A	<input type="checkbox"/>	You can adjust the selection criteria, depending on where you are in your development cycle.
B	<input checked="" type="checkbox"/>	The team can quantify and plan the tasks that are performed in a single Sprint.
C	<input type="checkbox"/>	You can quickly and easily track user stories, tasks, functions and errors in your project.
D	<input type="checkbox"/>	You can add teams within an agile project.

Question No.	13	ID	A110	Competence indicator	Practices 10.4
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Knowing the progress of the work at all times is also important for the management and for stakeholders. The Scrum Task Board is an ideal monitoring and controlling instrument. What does the Scrum Task Board depict?

A	<input type="checkbox"/>	Determines how many requirements it can implement in the backlog
B	<input type="checkbox"/>	Determines the name of the project and key parameters (costs, deadlines)
C	<input type="checkbox"/>	Coaches the development team towards self-organisation
D	<input checked="" type="checkbox"/>	Provides an overview of all user stories that are planned in a Sprint

Question No.	14	ID	A227	Competence indicator	Practices 8.3
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Resource planning defines which resources are required at what point in time. For the agile project, what are the consequences of planning resources too late?

A	<input checked="" type="checkbox"/>	The desired personnel are already committed to other projects
B	<input type="checkbox"/>	Deadlines and costs are overrun
C	<input type="checkbox"/>	Consistency and feasibility can no longer be guaranteed
D	<input type="checkbox"/>	Formal reviews can no longer be performed

Question No.	15	ID	A228	Competence indicator	Context 1.2
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What opportunities can an agile leader identify to influence the strategy of an organisation?

A	<input type="checkbox"/>	By defining KPIs (Key Performance Indicators) in the agile project
B	<input type="checkbox"/>	By defining responsibilities and competences
C	<input checked="" type="checkbox"/>	By systematically taking account of the customer's point of view
D	<input type="checkbox"/>	By ensuring that the project has sufficient resources

Question No.	16	ID	A229	Competence indicator	Context 3.2
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Which activities does Occupational Health and Safety include in the context of safety in the agile project?

A	<input type="checkbox"/>	Occupational Health and Safety includes all activities for the protection of the organisation
B	<input type="checkbox"/>	Occupational Health and Safety includes all activities for the protection of social sustainability
C	<input checked="" type="checkbox"/>	Occupational Health and Safety includes all activities for the protection of the employees
D	<input type="checkbox"/>	Occupational Health and Safety includes all activities for collaboration with the organisation's safety officers

Question No.	17	ID	A72	Competence indicator	People 1.1
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In agile projects (Scrum), values have a high priority so that agile teams can work together even more successfully and deliver innovative solutions within a short timeframe. Which of the four answers describe the five Scrum values?

A	<input type="checkbox"/>	Effort, time, scope, business value, technology
B	<input checked="" type="checkbox"/>	Commitment, courage, focus, openness, respect
C	<input type="checkbox"/>	Processes, documentation, contract, plan, quality
D	<input type="checkbox"/>	Interactions, product increments, collaboration, change, simplicity

Question No.	18	ID	A230	Competence indicator	Context 3.4
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Identify the environmental impact of a construction project. What is important to make the product result sustainable?

A	<input checked="" type="checkbox"/>	Using ecologically justifiable materials
B	<input type="checkbox"/>	Avoiding of unnecessary travel
C	<input type="checkbox"/>	Employing of labour from the region
D	<input type="checkbox"/>	High qualification of employees to avoid work accidents

Question No.	19	ID	A47	Competence indicator	Practices 9.4
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The agile fixed price is a contract model for suppliers and customers in IT projects that are carried out using agile methods. This contract model ensures that ...

A	<input type="checkbox"/>	a precise description of the subject matter of the contract is prepared.
B	<input type="checkbox"/>	the technical specifications are available as a requirement specification before the project starts.
C	<input type="checkbox"/>	basically, a contract for work and services is always concluded.
D	<input checked="" type="checkbox"/>	after an initial phase, costs and deadlines are set.

Question No.	20	ID	A231	Competence indicator	People 7.1
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Which measures can help to identify and address the external causes of a crises as early as possible?

A	<input type="checkbox"/>	Periodic risk management of scope, time and costs
B	<input checked="" type="checkbox"/>	Risk management measures such as credit assessments
C	<input type="checkbox"/>	Open culture of discussion
D	<input type="checkbox"/>	Individual discussions between team members

Question No.	21	ID	A14	Competence indicator	People 2.4
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Agile leaders make sure that common interests have priority over individual interests. This often manifests itself in small ways. In this context, which of the four statements is correct?

A	<input type="checkbox"/>	Overall, it is unclear which attitudes and leadership principles prevail in agile projects
B	<input checked="" type="checkbox"/>	Team members need to be able to communicate their point of view
C	<input type="checkbox"/>	Employees need to understand the requirements
D	<input type="checkbox"/>	"Hold out" slogans dominate

Question No.	22	ID	A115	Competence indicator	Practices 13.1
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Agile transformation means completing a sustained, company-wide, technological and cultural change. What is an important step in this process?

A	<input type="checkbox"/>	Determine the number of project phases
B	<input checked="" type="checkbox"/>	Define the scope of the transformation
C	<input type="checkbox"/>	Initiate improvement measures
D	<input type="checkbox"/>	Define metrics for measuring success

Question No.	23	ID	A232	Competence indicator	Practices 2.1
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On the basis of the vision, the Product Owner prepares the so-called Product Backlog items, for example in the form of user stories. What is described in these user stories?

A	<input type="checkbox"/>	User stories formulate mandatory goals and elimination criteria
B	<input checked="" type="checkbox"/>	User stories formulate the functional requirements of the customer
C	<input type="checkbox"/>	User stories formulate the desired target and optimisation criteria
D	<input type="checkbox"/>	User stories formulate framework conditions and restrictions

Question No.	24	ID	A122	Competence indicator	Practices 12.2
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One could treat each individual stakeholder equally. But that makes little sense. Why?

A	<input type="checkbox"/>	Because only the stakeholders provide resources
B	<input checked="" type="checkbox"/>	Because some stakeholders have very little power and are able to exert very little influence over the agile project
C	<input type="checkbox"/>	Because the power and influence of all stakeholders is the same
D	<input type="checkbox"/>	Because otherwise the escalation process would become ineffective

Question No.	25	ID	A233	Competence indicator	Practices 4.1
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What does the Minimal Marketable Product MMP specifically describe?

A	<input type="checkbox"/>	The MMP describes the necessary functions that are required for its use
B	<input type="checkbox"/>	The MMP describes the latest version of a product
C	<input checked="" type="checkbox"/>	The MMP describes the simplest marketable configuration of a product
D	<input type="checkbox"/>	The MMP describes the functionality of a process

Question No.	26	ID	A73	Competence indicator	People 2.4
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As a rule, roles are not positions in the organisation chart of the company. They are responsibilities that employees assume for a certain period of time. The same also applies to the role of the Product Owner. What does the Product Owner need to possess in order to enable work in agile projects to proceed sustainably and efficiently?

A	<input type="checkbox"/>	Methodological knowledge in the field of development
B	<input type="checkbox"/>	Specialist expertise in the field of processes
C	<input checked="" type="checkbox"/>	Sufficient product knowledge
D	<input type="checkbox"/>	Team and leadership skills

Question No.	27	ID	A234	Competence indicator	Practices 4.2
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Planning Poker is a method for estimating the effort in agile projects. Which advantages does the planning poker estimation method offer?

A	<input type="checkbox"/>	Through a systematic, multi-level questioning procedure
B	<input type="checkbox"/>	It provides a measure of the functional scope of the future system
C	<input type="checkbox"/>	It counts the data movements, and is consequently very precise
D	<input checked="" type="checkbox"/>	The result of the planning poker is the joint estimate of a team

Question No.	28	ID	A13	Competence indicator	People 2.5
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The Agile Leader ...

A	<input type="checkbox"/>	has a project and tasks focus.
B	<input type="checkbox"/>	acts as an interface between the specialist departments and the agile team.
C	<input type="checkbox"/>	ensures a clear project mandate, develops a project plan and steers the project along the plan.
D	<input checked="" type="checkbox"/>	supports the Product Owner (servant leadership) but does not take over any coordination with the specialist areas.

Question No.	29	ID	A50	Competence indicator	Practices 10.3
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In the agile approach, planning is performed on three levels. One of these levels is Sprint Planning. What activities does Sprint Planning include?

A	<input checked="" type="checkbox"/>	Planning a Sprint, Sprint Backlog
B	<input type="checkbox"/>	Number of Sprints
C	<input type="checkbox"/>	Planning the working day
D	<input type="checkbox"/>	Product vision and release goals

Question No.	30	ID	A235	Competence indicator	Context 1.4
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What is one of the critical success factors that has a crucial impact on the success in agile projects?

A	<input type="checkbox"/>	The business processes, to generate the least possible additional effort.
B	<input checked="" type="checkbox"/>	Customer involvement: A good relationship with the customer makes it possible to communicate at eye level and achieves the greatest customer benefit.
C	<input type="checkbox"/>	The data flow between the agile projects and the Project Portfolio Management.
D	<input type="checkbox"/>	The project portfolio, in order to determine the priority of the agile project.

Question No.	31	ID	A236	Competence indicator	Practices 8.2
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What is a possible advantage of using internal personnel resources in agile projects?

A	<input checked="" type="checkbox"/>	Employees are already familiar with the agile methodology
B	<input type="checkbox"/>	They are experts in specific fields
C	<input type="checkbox"/>	Brings experience from various initiatives and projects
D	<input type="checkbox"/>	After a long initiative or project, the reintegration in the permanent organisation is not a problem.

Question No.	32	ID	A107	Competence indicator	Practices 9.2
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Which criterion is best suited for supplier evaluation?

A	<input type="checkbox"/>	Delivery quantity
B	<input checked="" type="checkbox"/>	Delivery reliability
C	<input type="checkbox"/>	Geographic distance to the supplier
D	<input type="checkbox"/>	Complexity of the objects to be delivered

Question No.	33	ID	A46	Competence indicator	Practices 8.2
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In the "To Do" column on the KANBAN board, an effort of 15 days was planned for a user story. The duration of the task is 60 working days. What is the minimum workload that the team member responsible for the user story must be available for the agile project, so that there is no delay in the deadline?

A	<input checked="" type="checkbox"/>	Workload of 25%
B	<input type="checkbox"/>	Workload of 35%
C	<input type="checkbox"/>	Workload of 50%
D	<input type="checkbox"/>	Workload of 60%

Question No.	34	ID	A237	Competence indicator	Practices 8.1
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Which resources are considered to be critical success factors in the agile project?

A	<input type="checkbox"/>	Required infrastructure
B	<input type="checkbox"/>	Information Technology
C	<input type="checkbox"/>	Materials
D	<input checked="" type="checkbox"/>	Human resources

Question No.	35	ID	A238	Competence indicator	Practices 2.2
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Why should Product Backlog items be listed in order of priority?

A	<input type="checkbox"/>	To calculate the financial resources required
B	<input type="checkbox"/>	Basis for preparing the burn-down chart
C	<input checked="" type="checkbox"/>	As a basis and preparation for the Sprint Planning Meeting
D	<input type="checkbox"/>	For the determination of the human resources

Question No.	36	ID	A57	Competence indicator	Practices 12.3
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Which strategy should be chosen when dealing with stakeholders who have little influence on the agile project and also have little interest in it?

A	<input type="checkbox"/>	Keep them informed and keep in touch
B	<input type="checkbox"/>	Regularly inform, take their concerns seriously
C	<input checked="" type="checkbox"/>	Maintain minimum contact, observe, show interest
D	<input type="checkbox"/>	Pay the greatest attention, involve them, work together closely

Question No.	37	ID	A51	Competence indicator	Practices 10.4
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In an agile project, who is responsible for reporting to management?

A	<input type="checkbox"/>	Scrum Master
B	<input type="checkbox"/>	Controller
C	<input checked="" type="checkbox"/>	Product Owner
D	<input type="checkbox"/>	Development team

Question No.	38	ID	A239	Competence indicator	Practices 12.2
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Oral communication (face-to-face) is still the most effective way of working together. However, what is one disadvantage of this form of communication?

A	<input type="checkbox"/>	It also includes non-verbal communication
B	<input type="checkbox"/>	Lobbying is possible
C	<input type="checkbox"/>	Cultural differences can be taken into account
D	<input checked="" type="checkbox"/>	The dialogue partners must be in one location

Question No.	39	ID	A49	Competence indicator	Practices 10.5
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A stakeholder group has changed its requirements. However, these differ substantially from the project vision formulated by the client. Who needs to deal with this problem?

A	<input checked="" type="checkbox"/>	Product Owner
B	<input type="checkbox"/>	Client
C	<input type="checkbox"/>	Developer team
D	<input type="checkbox"/>	Steering committee

Question No.	40	ID	A18	Competence indicator	People 4.4
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Mutual trust promotes good cooperation. How can trust arise?

A	<input checked="" type="checkbox"/>	Clear agreements on how to work with each other
B	<input type="checkbox"/>	Delegation of tasks without the possibility of clarification
C	<input type="checkbox"/>	Clear rules and working directives for the processes
D	<input type="checkbox"/>	Failure to involve team members in the decision-making process

Question No.	41	ID	A24	Competence indicator	People 7.2
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Conflicts arise in various situations and from different contexts. Therefore, several conflict types are distinguished. Which conflict constitutes a conflict of interests?

A	<input type="checkbox"/>	Conflict of resource
B	<input checked="" type="checkbox"/>	Role conflict
C	<input type="checkbox"/>	Conflict of values
D	<input type="checkbox"/>	Competition conflict

Question No.	42	ID	A109	Competence indicator	Practices 10.3
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How can the product progress in an agile project be determined and monitored for scheduled product deliveries?

A	<input type="checkbox"/>	Daily stand-up
B	<input checked="" type="checkbox"/>	Sprint review/demo
C	<input type="checkbox"/>	Sprint burndown
D	<input type="checkbox"/>	Compare procurement status with the procurement plan

Question No.	43	ID	A59	Competence indicator	Practices 13.2
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Changes in the company lead to uncertainty among employees during the transitional period. What is a possible explanation for this?

A	<input type="checkbox"/>	New rules of the game need to be agreed
B	<input checked="" type="checkbox"/>	New, unfamiliar tasks have to be taken over
C	<input type="checkbox"/>	Mutual recriminations and protective allegations are made
D	<input type="checkbox"/>	There is wrangling over trivial matters

Question No.	44	ID	A74	Competence indicator	People 2.5
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Who is responsible for the careful implementation of user stories in an agile project?

A	<input type="checkbox"/>	Product Owner
B	<input type="checkbox"/>	Client
C	<input type="checkbox"/>	Scrum Master
D	<input checked="" type="checkbox"/>	Members of the development team

Question No.	45	ID	A240	Competence indicator	People 7.2
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Which of the listed conflicts is assigned to the "personal conflicts" level (one involved person)?

A	<input type="checkbox"/>	Resource conflict
B	<input checked="" type="checkbox"/>	Role conflict
C	<input type="checkbox"/>	Departmental conflict
D	<input type="checkbox"/>	Communication conflict

Question No.	46	ID	A241	Competence indicator	Context 1.4
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What are KPIs (Key Performance Indicators) useful for?

A	<input checked="" type="checkbox"/>	They make the success of the agile project measurable
B	<input type="checkbox"/>	They identify opportunities and risks in the agile project
C	<input type="checkbox"/>	They show the agile leader's possibilities for action
D	<input type="checkbox"/>	They document the stakeholder requirements

Question No.	47	ID	A116	Competence indicator	Practices 1.3
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Humans are creatures of habit and are usually sceptical about changes. What is the reason behind this statement?

A	<input type="checkbox"/>	Employees like to practise new codes of conduct
B	<input type="checkbox"/>	Changes bring more interesting tasks
C	<input checked="" type="checkbox"/>	Changes are associated with uncertainty about the future
D	<input type="checkbox"/>	Changes reduce ambiguity

Question No.	48	ID	A242	Competence indicator	Practices 1.2
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In which event do you apply "lessons learned" techniques in agile projects?

A	<input type="checkbox"/>	Sprint Planning
B	<input type="checkbox"/>	Daily stand-up
C	<input checked="" type="checkbox"/>	Sprint Retrospective
D	<input type="checkbox"/>	Sprint Review

Question No.	49	ID	A78	Competence indicator	People 4.3
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Company changes often lead to uncertainty and discussions in agile projects. How should the agile leader behave in a heated discussion?

A	<input type="checkbox"/>	Those who do not share my point of view will be ostracised
B	<input type="checkbox"/>	Always justify your own actions
C	<input type="checkbox"/>	Always escalate the problem to a higher authority
D	<input checked="" type="checkbox"/>	Find answers that are not hurtful and help the team to reach a consensus

Question No.	50	ID	A48	Competence indicator	Practices 9.3
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The supplier presents a written offer to the potential customer. The potential customer agrees to the offer but wants a different dimensioning for one component. What contractual situation exists in this case?

A	<input type="checkbox"/>	There is a binding offer on the table
B	<input type="checkbox"/>	A contract has effectively been concluded
C	<input checked="" type="checkbox"/>	The original offer is considered to have been rejected
D	<input type="checkbox"/>	The supplier can begin the contract work

Question No.	51	ID	A11	Competence indicator	People 1.4
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Work in agile projects is fundamentally challenging. In this balancing act between challenge and excessive demands, one's own resources must be optimally managed. Self-management is therefore important. What skills are involved in self-management?

A	<input type="checkbox"/>	Recognising and adapting to social and economic trends
B	<input type="checkbox"/>	No meetings without a goal, agenda and tasks
C	<input checked="" type="checkbox"/>	Independently set meaningful and authentic goals
D	<input type="checkbox"/>	Close the office door or seek out a quiet place

Question No.	52	ID	A9	Competence indicator	Context 5.1
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For a team that is working with an agile approach, it is important that the team members are familiar with the Agile Manifesto. What is not one of the basic principles of the Agile Manifesto?

A	<input checked="" type="checkbox"/>	Agile projects always start with a kick-off meeting
B	<input type="checkbox"/>	Individuals and interactions are more important than tools
C	<input type="checkbox"/>	Functioning software is more important than comprehensive documentation
D	<input type="checkbox"/>	Cooperation with the customer is more important than contractual negotiations

Question No.	53	ID	A243	Competence indicator	Practices 4.3
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Which estimation and planning technique is applied in agile projects?

A	<input type="checkbox"/>	Plan backwards from the end date
B	<input type="checkbox"/>	Bottom up/top-down estimation technique
C	<input type="checkbox"/>	Delphi method
D	<input checked="" type="checkbox"/>	Planning poker

Question No.	54	ID	A244	Competence indicator	People 1.1
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If it is assumed that people have different perceptions and thus have different realities, it is obvious to "put these on the table" for discussion in order to establish a common reality. This is why jointly working and making agreements is so important in agile projects. Where do these agreements normally take place?

A	<input type="checkbox"/>	At the monthly status meeting
B	<input type="checkbox"/>	At the daily stand-up meeting
C	<input type="checkbox"/>	At the Task Board meeting
D	<input checked="" type="checkbox"/>	As required, within the Scrum team

Question No.	55	ID	A245	Competence indicator	People 7.2
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What is an important rule for behaviour in conflict situations?

A	<input type="checkbox"/>	Thinking in "Black and white"
B	<input checked="" type="checkbox"/>	Do not discuss conflict situations in a highly emotional state
C	<input type="checkbox"/>	Stop the discussion as quickly as possible and take it up again later
D	<input type="checkbox"/>	Do not ignore the belief that "talking doesn't help"

Question No.	56	ID	A246	Competence indicator	Context 1.1
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What are the connections between (corporate) strategy and agile projects?

A	<input type="checkbox"/>	The projects are divided into A, B and C projects
B	<input type="checkbox"/>	This benefits employees who are involved in agile projects
C	<input type="checkbox"/>	The duration of the projects is shortened by joint time schedules
D	<input checked="" type="checkbox"/>	The strategic orientation of a company is implemented in the form of agile projects

Question No.	57	ID	A10	Competence indicator	Context 5.1
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According to DIN 89905, project culture is defined as "the totality of the behaviour of project participants influenced by knowledge, experience and tradition and their general assessment by the project environment." Dealing with errors and negative project results is an important topic for project leaders. What is a constructive approach to dealing with errors?

A	<input type="checkbox"/>	Look for the guilty persons
B	<input checked="" type="checkbox"/>	What caused the error, not who is responsible for it
C	<input type="checkbox"/>	Avoiding errors, this prevents resentment
D	<input type="checkbox"/>	Negative feedback on errors, do not show any tolerance

Question No.	58	ID	A77	Competence indicator	People 4.4
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What characteristic distinguishes the openness of an agile leader?

A	<input type="checkbox"/>	Waits for others to show initiative
B	<input checked="" type="checkbox"/>	Motivates "quiet" team members to express their opinions
C	<input type="checkbox"/>	Prevents discussions during the Sprint Review
D	<input type="checkbox"/>	Focuses on the existing power structures

Question No.	59	ID	A70	Competence indicator	Context 5.1
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What behaviour of a developer should the agile leader disapprove of? The development team member ...

A	<input type="checkbox"/>	is familiar with the corporate governance rules, and adheres to these.
B	<input checked="" type="checkbox"/>	criticises the work of members of the development team because of their cultural origin.
C	<input type="checkbox"/>	dresses in accordance with the norms and customs of the country.
D	<input type="checkbox"/>	behaves during discussions in accordance with cultural customs.

Question No.	60	ID	A58	Competence indicator	Practices 12.3
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What does the agile leader develop when they are required to determine the relevant internal and external stakeholders and expectations that are of relevance to the agile project?

A	<input checked="" type="checkbox"/>	A stakeholder analysis
B	<input type="checkbox"/>	A communications plan
C	<input type="checkbox"/>	A Sprint plan
D	<input type="checkbox"/>	A meeting plan