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Question: 1

The team is working on an end-user tool that people in education will use. The team creates a typical description of a teacher with typical education and career goals. What is this technique?

- A. Job Stories
- B. Storyboarding
- C. Value Proposition Canvas
- D. Personas

Answer: D

Explanation:

The team is using Personas , a technique that involves creating fictional, archetypical characters to represent different segments of the target audience. By describing a teacher with specific educational backgrounds and career goals, the team can better understand the needs, behaviors, and pain points of their users. Personas help the team " Think as a Customer " by providing a human face to abstract requirements, ensuring that the solution increments are designed to resonate with real-world users. This technique is particularly valuable during the Initiative Horizon for refining user stories and prioritizing features that offer the most value to the most critical user segments. By using personas, the team ensures that the final product is empathetic to the user ' s journey and objectives.

Question: 2

Backlog items that are dependent on other backlog items compromise and limit rapid decision making, fast delivery and strategic alignment by not leveraging:

- A. Feedback loops
- B. Daily standups
- C. Retrospectives
- D. Thinking like a customer

Answer: A

Question: 3

The team is making important decisions when assessing the initiative they are working on. Feedback received from the Delivery Horizon informs:

- A. Priority and sequencing of solution components

- B. Identification of reporting requirements
- C. Suggestions for team process continuous improvement
- D. How to build the required solution components

Answer: A

Question: 4

A team discovers that their accomplished deliverables are not impacting the goal strongly. They have several more iterations of similar work scheduled and are ready to execute, and they expect delivering this work will produce similar poor impacts. They choose to shift their delivery work to a different initiative while they assess the poorly performing work for other ways that would produce good results. This shows that the team values which of the following things highest?

- A. Documenting solution outcomes
- B. Developing new processes
- C. Improving collaboration
- D. Responding to change

Answer: B

Question: 5

A team has been delivering a steady stream of small value increments towards a goal for 4 months. They have completed several solution components, with several still potentially doable. The solution owner examines the reactions to the delivered components from customers. To determine which potential item would be most valuable next, the solution owner will need to:

- A. Think as a customer
- B. Understand what is doable
- C. Evaluate options using a value map.
- D. Examine the sprint backlog.

Answer: C

Explanation:

To prioritize the next most valuable item after receiving customer feedback, the solution owner utilizes Value Modeling or a Value Map . This involves evaluating remaining solution components against the feedback received to determine which features provide the highest relative benefit to the customer compared to the cost or effort required to build them. While " Thinking as a Customer " is an underlying principle, the specific activity of evaluating options through a value-based framework allows the solution owner to make data-driven decisions at the Initiative Horizon . This assessment ensures that the team maximizes the return on investment by focusing on features that solve the most critical problems or

offer the highest satisfaction. This objective evaluation prevents "gold-plating" and ensures that every increment delivered directly contributes to the organizational goals.

Question: 6

During a backlog refinement meeting, the team uses the appropriate technique to focus discussion on backlog items and their:

- A. Technical designs and related details
- B. Related users, user goals, user activities and their importance
- C. Estimates determined by the delivery team
- D. Resource requirements and availability for work.

Answer: D

Question: 7

While discussing the Business Analysis Approach, decisions are made about which methodology or approach to use for the initiative being considered. These discussions are happening at the:

- A. Feedback horizon
- B. Initiative horizon
- C. Strategy horizon
- D. Delivery horizon

Answer: C

Explanation:

[Reference: https://www.agilealliance.org/wp-content/uploads/2017/08/AgileExtension_V2-Member-Copy.pdf (133), , ,]

Question: 8

During a planning workshop, the team is discussing what outcomes will be addressed next? This team is operating at the:

- A. Initiative horizon
- B. Strategy horizon
- C. Goals horizon
- D. Delivery horizon

Answer: B

Explanation:

Discussing which high-level outcomes should be addressed next is an activity that takes place at the Strategy Horizon . While the Initiative Horizon deals with how to achieve those outcomes through specific solutions, the Strategy Horizon is focused on identifying the " Needs " and " Goals " of the entire organization. At this level, stakeholders and practitioners look at the big picture—market trends, competitive threats, and internal capabilities—to decide the direction the enterprise should take. Determining the next set of strategic outcomes involves a high level of analysis to determine what is most valuable to the business in the long term. This decision provides the necessary framework for the Initiative and Delivery horizons to align their work, ensuring that every project undertaken is a deliberate step toward the organization ' s future state.

Question: 9

The team acknowledges analysis related work during delivery includes clearing obstacles, handling story related issues, clarifying implementation items and:

- A. Communicating status to inform stakeholders
- B. Updating project plans to ensure accurate reporting
- C. Learning from this work to avoid similar issues in the future
- D. Tracking this work to ensure alignment

Answer: C

Explanation:

In the Delivery Horizon , analysis work is not just about building the solution but also about continuous learning. While the team handles immediate tasks like clarifying stories or clearing obstacles, they must also focus on learning from this work to avoid similar issues in the future . This is a core part of the " Continuous Improvement " mindset. By reflecting on the challenges faced during a delivery cycle, the team can identify patterns of technical debt, communication gaps, or misunderstood requirements. This learning is then fed back into the team ' s processes (often via retrospectives) to improve velocity and quality in subsequent iterations. This proactive approach to learning ensures that the team becomes more efficient over time, reducing waste and increasing their ability to deliver high-value solution increments with fewer impediments.

Question: 10

Agile business analysis focuses on producing something, showing it to stakeholders, and eliciting immediate feedback. This demonstrates the following characteristic of working in an agile context:

- A. Systems approach
- B. Focused nature
- C. Empirical nature
- D. Planned approach

Answer: D

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