

# Atlassian Agile Project Management Professional Certification Practice Exam (Sample)

## Study Guide



**Everything you need from our exam experts!**

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# Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

**Remember:** successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

# How to Use This Guide

**This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:**

## **1. Start with a Diagnostic Review**

**Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.**

## **2. Study in Short, Focused Sessions**

**Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.**

## **3. Learn from the Explanations**

**After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.**

## **4. Track Your Progress**

**Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.**

## **5. Simulate the Real Exam**

**Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.**

## **6. Repeat and Review**

**Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.**

**There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!**

## Questions

- 1. One challenge of using project managers as Scrum Masters is that they typically:**
  - A. Focus on training and coaching the Scrum framework**
  - B. Want to manage the team rather than facilitate**
  - C. Engage deeply with customer feedback**
  - D. Ignore the project backlog**
- 2. Which Agile principle emphasizes customer feedback?**
  - A. Responding to change**
  - B. Individuals and interactions**
  - C. Working software**
  - D. Customer collaboration**
- 3. As a Jira administrator, what should Julija's first step be to set a work in progress limit in a Kanban project?**
  - A. Adjust the time tracking settings.**
  - B. Go to Board settings > Columns.**
  - C. Consult with team members.**
  - D. Review the project budget.**
- 4. How does Agile ensure adaptability?**
  - A. By prioritizing quick iterations and increments based on customer feedback and market changes**
  - B. By maintaining a strict project timeline and budget**
  - C. By minimizing communication between teams**
  - D. By focusing solely on initial project requirements**
- 5. What should the outcome of a backlog refinement typically include?**
  - A. Reducing the total number of user stories**
  - B. Updating priorities and estimated effort**
  - C. Changing team members' roles**
  - D. Determining the final project deliverable**

- 6. How does Agile differ from Winston Royce's waterfall process?**
- A. Agile is more of a strict guideline**
  - B. Agile is a mindset, while waterfall is a guideline**
  - C. Waterfall involves more customer interaction**
  - D. Agile relies on long-term planning**
- 7. What is meant by 'Scaling Agile'?**
- A. Applying Agile practices and frameworks in larger organizations or across multiple teams**
  - B. Reducing the Agile framework to fit smaller teams**
  - C. Implementing Agile principles in non-software development areas**
  - D. Limiting Agile processes to single projects only**
- 8. Which of the following is NOT an Agile ceremony?**
- A. Sprint planning**
  - B. Daily stand-ups**
  - C. Waterfall analysis**
  - D. Sprint review**
- 9. What does lightweight documentation in Agile aim to maintain?**
- A. Comprehensiveness**
  - B. Relevance and usefulness**
  - C. Standardization**
  - D. Legal compliance**
- 10. Which term refers to the prioritized list of work items that the agile team commits to completing in the next sprint?**
- A. Product backlog**
  - B. Sprint backlog**
  - C. Release plan**
  - D. Iteration plan**



## **Answers**

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- 1. B**
- 2. D**
- 3. B**
- 4. A**
- 5. B**
- 6. B**
- 7. A**
- 8. C**
- 9. B**
- 10. B**

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## **Explanations**

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**1. One challenge of using project managers as Scrum Masters is that they typically:**

- A. Focus on training and coaching the Scrum framework**
- B. Want to manage the team rather than facilitate**
- C. Engage deeply with customer feedback**
- D. Ignore the project backlog**

The choice highlighting that project managers tend to want to manage the team rather than facilitate is often a key challenge when integrating traditional project management roles with Scrum practices. In Scrum, the role of the Scrum Master is fundamentally centered around facilitation, ensuring that the team adheres to Agile principles, and promoting a collaborative environment. This contrasts sharply with the conventional project manager's approach, which typically involves a more directive role, focusing on scheduling, resource allocation, and team management. In Scrum, the Scrum Master is meant to serve the team by helping to address impediments, fostering communication, and guiding the team toward self-organization. This requires a shift in mindset for someone who is used to managing in a traditional project management context. When project managers approach the role with a desire to maintain control and direct tasks, it can hinder the team's ability to self-manage and may lead to reduced engagement from team members. Understanding this distinction is essential for effectively implementing Agile practices within an organization, as it emphasizes the importance of facilitation over management when it comes to Scrum. This awareness helps organizations cultivate an environment that allows teams to thrive and operate with the autonomy and flexibility that Scrum promotes.

**2. Which Agile principle emphasizes customer feedback?**

- A. Responding to change**
- B. Individuals and interactions**
- C. Working software**
- D. Customer collaboration**

The Agile principle that emphasizes customer feedback is centered around customer collaboration. This principle highlights the importance of engaging with customers and stakeholders throughout the development process. By actively involving customers, teams can gather insights and feedback that are crucial for aligning the product with user needs and expectations. This ongoing dialogue ensures that the development team can adjust priorities, refine features, and make necessary changes based on real user experiences and preferences, ultimately leading to a product that better satisfies customer requirements. In Agile methodologies, customer collaboration is often manifested through practices such as regular check-ins, reviews, and iterations where customer feedback is solicited and acted upon. This feedback loop not only helps in validating assumptions but also cultivates a sense of ownership and partnership between the development team and the customer. As a result, the final product is more likely to meet or exceed customer expectations because it has been shaped and informed by their input throughout the development lifecycle.

**3. As a Jira administrator, what should Julija's first step be to set a work in progress limit in a Kanban project?**

- A. Adjust the time tracking settings.**
- B. Go to Board settings > Columns.**
- C. Consult with team members.**
- D. Review the project budget.**

Setting a work in progress (WIP) limit is a crucial step in managing workflow efficiency within a Kanban project. The correct approach for Julija, as a Jira administrator, is to navigate to Board settings and then to the Columns section. This is where she can directly set and modify the WIP limits for specific columns on the Kanban board. WIP limits help teams avoid bottlenecks by restricting the number of tasks that can be in progress at any given time within a specific phase of the workflow. Consulting with team members, while valuable for gathering insights on the team's needs and workflow, is not an immediate action when it comes to setting a WIP limit. Instead, discussions could follow once the limits have been proposed or set, to ensure they align with team capacity and strategies. Adjusting time tracking settings or reviewing the project budget do not relate to managing WIP limits, as these activities pertain to different aspects of project management rather than specifics of Kanban board configuration.

**4. How does Agile ensure adaptability?**

- A. By prioritizing quick iterations and increments based on customer feedback and market changes**
- B. By maintaining a strict project timeline and budget**
- C. By minimizing communication between teams**
- D. By focusing solely on initial project requirements**

Agile ensures adaptability primarily through its emphasis on quick iterations and increments, which are influenced by continuous customer feedback and changes in the market. This iterative process allows teams to frequently reassess and adjust their products based on the evolving needs and preferences of customers. Each iteration is an opportunity to incorporate feedback, ensuring that the end product remains aligned with market demands and user satisfaction. This adaptability is inherent in Agile methodologies, which promote flexibility in response to changing circumstances and insights gained throughout the development cycle. By doing so, Agile fosters an environment where teams can pivot more easily in response to new information or challenges rather than adhering strictly to a linear path. Other approaches that emphasize strict project timelines and budgets typically constrain the ability to adapt, as they often prioritize adherence to initial plans over responsiveness to feedback. Likewise, minimizing communication between teams can hinder adaptability by reducing collaboration and information sharing, making it more difficult to respond effectively to changes. Focusing solely on initial project requirements disregards the dynamic nature of customer needs and market conditions, which can evolve throughout the project lifecycle.

**5. What should the outcome of a backlog refinement typically include?**

- A. Reducing the total number of user stories**
- B. Updating priorities and estimated effort**
- C. Changing team members' roles**
- D. Determining the final project deliverable**

Backlog refinement is a crucial process in Agile project management, where the team reviews and revises the items in the product backlog. This practice is aimed at ensuring that the backlog is well-organized and prioritized, allowing the team to have a clear understanding of what is needed for future sprints. The outcome of a backlog refinement typically includes updating priorities and estimated effort. This process allows the team to reassess the importance of backlog items based on new insights or business needs, ensuring that the team is working on the most critical features. Additionally, estimating the effort required for each item helps with planning and capacity management, informing the team about how much work can realistically be undertaken in upcoming sprints. In contrast, other outcomes mentioned do not accurately reflect the typical goals of backlog refinement. Reducing the number of user stories does not necessarily align with the purpose of this process, which is more about ensuring that user stories are clearly defined and prioritized rather than simply decreasing their quantity. Changing team members' roles is not a focus during refinement; instead, it is more about collaboration on refining backlog items. Finally, determining the final project deliverable is typically outside the scope of backlog refinement, as this is more about ongoing increments rather than defining a singular final outcome.

**6. How does Agile differ from Winston Royce's waterfall process?**

- A. Agile is more of a strict guideline**
- B. Agile is a mindset, while waterfall is a guideline**
- C. Waterfall involves more customer interaction**
- D. Agile relies on long-term planning**

Agile is fundamentally characterized as a mindset that emphasizes flexibility, adaptability, and collaboration throughout the project lifecycle. This mindset encourages teams to respond to change and prioritize customer satisfaction through iterative development and regular stakeholder feedback. In contrast, the waterfall process is more of a structured guideline that follows a linear and sequential approach, where each phase must be completed before moving on to the next. This rigidity often leads to challenges in accommodating changes once the project is underway. By framing Agile as a mindset, it highlights the core principles of Agile methodologies, such as promoting continuous improvement and adaptive planning, which stand in contrast to the strict phases of the waterfall model. This distinction is crucial for understanding how Agile allows teams to navigate complexities and uncertainties more effectively compared to the more prescriptive nature of the waterfall process.

## 7. What is meant by 'Scaling Agile'?

- A. Applying Agile practices and frameworks in larger organizations or across multiple teams**
- B. Reducing the Agile framework to fit smaller teams**
- C. Implementing Agile principles in non-software development areas**
- D. Limiting Agile processes to single projects only**

'Scaling Agile' refers to the process of adapting Agile practices and methodologies so they can be effectively implemented across a larger organization or coordinated among multiple teams. This concept is critical as organizations grow or when projects become more complex, necessitating collaboration and alignment among various teams to maintain Agile principles while delivering cohesive outcomes. When scaling Agile, organizations may utilize frameworks designed specifically to address the challenges of larger scales, such as the Scaled Agile Framework (SAFe) or Large Scale Scrum (LeSS). These frameworks help ensure that Agile practices — such as iterative development, continuous feedback, and cross-functional team collaboration — can still be upheld despite the increased size and complexity that come with multiple teams working concurrently on integrated products. The other options describe elements that do not align with the core idea of scaling Agile. For instance, reducing Agile frameworks to fit smaller teams contradicts the essence of scaling, which is about expanding Agile practices rather than constricting them. Implementing Agile principles in non-software development areas speaks to an adaptation of Agile outside traditional contexts but doesn't inherently involve scaling. Lastly, limiting Agile processes to single projects goes against the notion of scaling, which emphasizes broader application across multiple projects and teams within an organization.

## 8. Which of the following is NOT an Agile ceremony?

- A. Sprint planning**
- B. Daily stand-ups**
- C. Waterfall analysis**
- D. Sprint review**

In Agile methodologies, ceremonies are structured events that facilitate collaboration, communicate progress, and ensure alignment among team members. Sprint planning, daily stand-ups, and sprint reviews are all integral components of Agile practices, specifically in frameworks like Scrum. Sprint planning is a ceremony where the team gathers to discuss and outline the work for the upcoming sprint, determining which items from the product backlog will be tackled. Daily stand-ups are brief meetings held each day, allowing team members to share updates on their work, identify challenges, and coordinate efforts. The sprint review at the end of a sprint is crucial for demonstrating completed work to stakeholders, gathering feedback, and adjusting the backlog based on that feedback. On the other hand, waterfall analysis refers to concepts from the Waterfall model, a traditional project management approach characterized by a linear and sequential design process. This methodology does not emphasize regular ceremonies for collaboration and feedback loops, which are hallmarks of Agile practices. Therefore, because it does not conform to the Agile framework, waterfall analysis is not an Agile ceremony.

**9. What does lightweight documentation in Agile aim to maintain?**

- A. Comprehensiveness**
- B. Relevance and usefulness**
- C. Standardization**
- D. Legal compliance**

Lightweight documentation in Agile is designed to prioritize relevance and usefulness over extensive detail and formal structures. This approach aligns with Agile principles, which emphasize customer collaboration, adaptability, and responding to change over adhering to rigid processes. By maintaining documentation that is relevant and useful, teams can ensure that the information they capture supports their ongoing work and helps facilitate effective communication among stakeholders. This approach often means focusing on key aspects of the project that provide the most value and avoiding unnecessary documentation that does not contribute to the project's success. While other options may address important considerations in different contexts, the essence of lightweight documentation in Agile is to ensure that what is documented serves a clear purpose and adds value, aligning with the Agile philosophy of efficiency and effectiveness.

**10. Which term refers to the prioritized list of work items that the agile team commits to completing in the next sprint?**

- A. Product backlog**
- B. Sprint backlog**
- C. Release plan**
- D. Iteration plan**

The term that defines the prioritized list of work items the agile team commits to completing in the next sprint is the Sprint backlog. This list is derived from the product backlog, which contains all desired work items for the project. During sprint planning, the team selects a subset of items from the product backlog, evaluating them for their importance and feasibility within the upcoming sprint timeframe. The selected items are then detailed into tasks and form the sprint backlog. The sprint backlog serves as a guide for the team throughout the sprint, enabling them to track progress and focus on the work at hand. It is dynamic, meaning it can be updated as new information emerges or as tasks are completed, ensuring that the team can adapt to changes while maintaining their focus on the sprint goals. This prioritization and commitment to a defined set of work items are essential components of agile practices, supporting effective project management and delivery.



## Next Steps

**Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.**

**As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.**

**If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at [hello@examzify.com](mailto:hello@examzify.com).**

**Or visit your dedicated course page for more study tools and resources:**

**<https://atlassianagileprojectmanagement.examzify.com>**

**We wish you the very best on your exam journey. You've got this!**