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Exam A

QUESTION 1

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Which of the following is a list of valid Agile project planning practices?

A. Release planning, Iteration planning, and Estimation

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B. Estimation, Spike Solutions, and Iteration planning
C. Iteration planning, Continuous Integration, and Estimation
D. Vision, Release planning, and Performance Optimization

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 2
Who is responsible for prioritizing the stories that will be included in the iteration?

A. ScrumMaster
B. Developer
C. Product Owner
D. Team

Correct Answer: C
Section: (none)
Explanation

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Explanation/Reference:
Explanation:

QUESTION 3
On a project using eXtreme Programming (XP), a customer test is a:

A. Technique to determine if the software is easy for customer use.
B. Tool for a customer to verify the business requirements.
C. Technique to determine if a customer will use a software feature.
D. Test for determining if a customer will purchase the product.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 4
What is the best description of the relationship between Scrum and extremeProgramming(XP)?

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A. XP is a component of Scrum.
B. The principles of each are often complementary.
C. Scrum is a component of XP.
D. The principles of each are often contradictory.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 5
Agile project development processes typically:

A. Encapsulate analysis, design, code, and test within an iteration.
B. Document each business process individually and in detail.

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C. Use a Gantt chart with well-defined activities, responsibilities, and time frames.
D. Map the iteration backlog to a Work Breakdown Structure (WBS).

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 6
Which of the following is an example of a visual aid used in Lean-Agile software development?

A. Business value delivered chart
B. Product technical specifications
C. Automated code coverage report
D. Scrum-of-Scrum report

Correct Answer: A
Section: (none)
Explanation

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Explanation/Reference:
Explanation:

QUESTION 7
Acceptance tests of user stories are specified by the:

A. Customer at the start of the iteration.
B. Customer as late as possible during the iteration.
C. Tester after the team has finished the coding.
D. Development team at the start of the iteration.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

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QUESTION 8
When an Agile project team receives an “emergency request” during an iteration, which is the best first step that the Agile project manager should take?

A. Stop work on unfinished user stories and work on the urgent request.
B. Call a team meeting and change the iteration scope to include the request.
C. Provide the customer with options provided by the project team.
D. Explain that the team cannot do the added work until the next iteration.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 9
The ScrumMaster notices repeated friction between two team members in the Daily Scrum meetings. The next step should be to:

A. Attempt to resolve the problem directly and immediately during a Daily Scrum meeting.
B. Schedule a meeting with them after a Daily Scrum meeting to explore and resolve the issue.
C. Ignore the friction because a self-organizing team must sort out team conflict issues.
D. Ask for new resources to replace them before the friction undermines the team’s productivity.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 10
What is the ideal approach for an Agile project manager to take when considering fractional assignments?

A. Do nothing, as fractional assignments will not impact project performance.
B. Allow resources to be assigned to no more than two projects at a time.
C. Only allow nonessential resources to be fractionally assigned.
D. Avoid them and have resources assigned to only one project at a time.

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 11
The team estimation game method mainly consists of a:

A. Pile of cards with user, capability, and value to be prioritized by the project team.
B. Spreadsheet with backlog issues to be prioritized and each to be given a prioritizationnumber.
C. White board session where iterations are estimated and related to the project road map.
D. Brainstorm session where resources are related to prioritized work packages.

Correct Answer: A
Section: (none)
Explanation

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Explanation/Reference:
Explanation:

QUESTION 12
According to the fundamental principles of Lean Management, errors result from:

A. Inadequate user requirements and documentation.
B. Misjudgment made by project teams and operations staff.
C. Flaws in development and production systems.
D. Insufficient management oversight of projects and operations.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 13

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What is one of the benefits of incremental delivery?

A. Value is delivered more quickly, as software can be released after every iteration.
B. More customers can be handled simultaneously, as each regularly receives a delivery.
C. Fewer bugs are introduced, as code is delivered to users more frequently.
D. Costs are reduced, as less verification is required to regression test each iteration.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 14
Which of the following drivers is the most important factor in determining the order in which stories will be developed?

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A. Relative cost
B. Customer value
C. Development effort
D. Dependencies

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 15
The smallest amount of functionality that delivers customer value is best described as a:

A. Function point analysis.
B. Right sized story.
C. Minimum marketable feature.
D. Userstory map.

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Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 16
The best reason for extreme character personas in writing user stories is to:

A. Identify errors in product design and testing.
B. Help identify user stories that would otherwise be missed.
C. Provide precision to support vague user concepts.
D. Provide value to the Sprint planning session.

Correct Answer: B
Section: (none)
Explanation

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Explanation/Reference:
Explanation:

QUESTION 17
In eXtreme Programming (XP), analysis, design, coding, and testing phases are done:

A. At the beginning of the iteration.
B. Every day.
C. In sequence.
D. Without documentation.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 18

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User stories are temporary artifacts. They are considered relevant until the:

A. Team completes them.
B. End of the project.
C. Release is complete.
D. End of the sprint.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 19
In Agile projects, the technique in which planning is done at three distinct horizons is known as:

A. Monte Carlo Analysis.
B. Portfolio Management.
C. DelphiTechnique.
D. Progressive Elaboration.

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 20
A common reason that a story may not be estimable is that the:

A. team lacks domain knowledge.

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B. business needs are prioritized over the system design.
C. developers do not understand the tasks related to the story.
D. team has no experience in estimating.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 21
For the best results in an Agile project, customers should:

A. set priorities and identify product features.
B. interview new team members for fit.
C. approve development plans and tasks.
D. set sprint and release schedules.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 22

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What is a high-level representation of the features or themes that are to be delivered in each release?

A. Release plan
B. Product roadmap
C. Iteration plan
D. Product Backlog

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 23
An Agile team expects a velocity of 8. During sprint planning, the stories were estimatedand prioritized in the following order:
Story A_4Story Points
Story B_2Story Points
Story C_3 Story Points
Story D_2Story Points

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Which stories should the team include in Sprint 1, without splitting the stories?

A. Stories A, C, and D
B. Stories A, B, and C
C. Stories A, B, and D
D. Stories B, C, and D

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 24
Agile communication is effective because:

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A. release and iteration planning keep team members aligned, daily synchronization eliminates confusion, and iteration demonstrations keep the team focused on deliverables.
B. Agile communication methods focus on detailed, written requirements and specifications that are more complete and allow the team to manage change more effectively.
C. the use of charts and diagrams over written reports creates clear, targeted communication, and customer involvement in monthly reviews eliminates changes in requirements.
D. daily iteration planning allows change to be managed, and weekly standup meetings ensure that impediments are quickly identified and effectively managed or removed.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 25
The key elements of a user story in Agile development are:

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A. a written description, the story points estimate, and the planned release.
B. conversations about the story, a written description, and success criteria about the story.
C. the story points estimate, conversations about the story, and an agreed priority.
D. tests to determine when the story is done, a written description, and the planned release.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 26
In Agile risk management, a risk burndown chart is best used to:

A. Qualitatively analyze the probability of a risk occurring.
B. Track progress on risk reduction of technical risks.
C. Document the external risks that could impact the project.

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D. Illustrate the project risk profile and new and changing risks.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 27
In a vision meeting, the vision for the project is defined and presented by the:

A. management
B. project manager
C. customer
D. project team

Correct Answer: C
Section: (none)
Explanation

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Explanation/Reference:
Explanation:

QUESTION 28
When developing user stories, user expectations are best captured in what form?

A. Acceptance tests
B. Entrance criteria
C. Done criteria
D. Go and no-go limits

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

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QUESTION 29
The most appropriate model for a geographically distributed project team is one in which the team is distributed across:

A. relatively few locations, with each location team comprised of a complete development group developing decoupled subsystems.
B. locations in the same time zone, working on the same systems while leveraging rich communication channels.
C. relatively few locations, and tasks are divided along functional lines with design in one location, coding in another, and testing in another.
D. many locations, with relatively few people at each location developing and testing decoupled subsystems.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 30
What are three processes used to begin an Agile project?

A. Iterations, Product Road map Planning, and Number of Sprint Iterations
B. Visioning, Product Roadmap Planning, and Product Backlog Definition
C. Visioning, Product Backlog Definition, and Project Charter Creation
D. Burndown chart, Product Roadmap, and sprints'length

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 31
eXtreme Programming (XP) teams strive to avoid:

A. Incremental design and architecture.
B. Pair programming.
C. Manual regression testing.
D. Test-Driven Development (TDD).

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Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 32
Agile Earned Value Management (EVM) would be a valuable technique for managing a project because the:

A. project is in a CM MI-certified organization.
B. customer wants to maximize delivered value,
C. cost performance must be reported.
D. team is newly formed or new to Agile.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

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QUESTION 33
What is the role in an eXtreme Programming (XP) project that ensures the right project processes are applied?

A. Domain Expert
B. Product Owner
C. ScrumMaster
D. Coach

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 34

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A common estimation unit for Agile projects is:

A. Lines of code.
B. Function points
C. Story points.
D. Use-case points.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 35
In an Agile approach, project values are most effectively implemented when they are determined by the:

A. sponsor
B. team
C. project manager
D. methodology

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 36
Velocity is the:

A. total number of Product Backlog hours completed in an iteration divided by the number of developers.
B. measured rate at which teams turn Product Backlog items into running, tested features.
C. measured rate at which the project manager turns the Product Backlog into tested features.
D. total number of Product Backlog hours completed when developers work in pairs.

Correct Answer: B

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Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 37
A ScrumMaster:

A. prioritizes the work for each iteration.
B. directs the activities of the team.
C. provides leadership, guidance, and coaching.
D. manages the project scope and budget.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

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QUESTION 38
When moving to Agile project management, a key factor for the project manager's success will be:

A. shifting from a controlling mindset to a facilitating mindset
B. directing the work in a more incremental fashion
C. only assigning tasks for the nextiteration
D. giving up control and rotating management through the team

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 39
How is the participatory design process characterized?

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A. A well-planned and well-documented process is documented for each of the iterations in the project.
B. Users including project team members participate in the planning process for the project plan.
C. End users participate and assist in the design process from the beginning of the project.
D. A high level brainstorming process is conducted for the project team and the project sponsor.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 40
What is one of the main benefits that Lean portfolio management provides to a business?

A. Maximizing work-in-progress
B. Quality and thoughtfulness
C. Line of sight to business needs
D. Maximizing multitasking

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Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 41
The purpose of the iteration retrospective is to:

A. Report progress of the work effort, what work will be done next, and review impediments to progress.
B. Prioritize the Product Backlog, generate development and testing estimates, and plan the next iteration.
C. Provide a demonstration of the features developed during the iteration, get feedback from users, and begin testing.
D. Identify what worked well, what did not work well, and what actions should be taken to improve the process.

Correct Answer: D

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Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 42
Which answer best describes Wide Band Delphi (e. g. Planning Poker) estimating?

A. Team members provide story estimates individually and discuss their reasoning until a consensus on the estimate is reached.
B. Team performance on prior projects is analyzed, and actual hours and durations are used to determine estimates for similar user stories.
C. Team members apply relative sizing to each task, and story points are triangulated based on the other stories in the Sprint Backlog.
D. Team members assign a realistic and a pessimistic estimate to each story, and points are assigned based on the calculated average.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

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QUESTION 43
On a team new to Scrum, two team members are disrupting the daily standup with a side conversation. The ScrumMaster should:
A. wait until the standup is over and then talk to the disruptive team members.
B. immediately intervene to remedy the disruptive situation.
C. record the issue and then raise the issue at the Sprint Retrospective.
D. wait for the empowered, self-organizing team to resolve the issue.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 44
Which of the following best represents both a principle of the Agile manifesto and a Lean method of simplicity?

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A. Maximizing the amount of work not done
B. Delivering early and continuously
C. Welcoming changing requirements
D. Deciding at the last responsible moment

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 45
A high-performance Agile team:

A. is fully committed to team success yet respects the prescribed roles and titles of team members.
B. owns its decisions and commitments and is motivated to succeed at any cost.
C. is self-organizing, empowered to make decisions, and consensus-driven, with constructive disagreement.
D. produces a high volume of business value through intensive collaboration and avoidance of conflict.

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Correct Answer: C
Section: (none)
Explanation
Explanation/Reference:
Explanation:

QUESTION 46
When using Agile Earned Value Management (EVM), progress should be measured at which level?

A. Task
B. Iteration
C. Product
D. Release

Correct Answer: D
Section: (none)
Explanation

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Explanation/Reference:
Explanation:

QUESTION 47
Which of the following techniques best encourages osmotic communication?

A. Reviewing requirements frequently with the Product Owner
B. Having the Product Owner attend daily standups
C. Inviting the customer to attend every iteration demo
D. Seating the team members together in a work area

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 48
The best approach to estimate the work on a project when using story points is to have:

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A. Team members assign estimates by averaging Planning Poker cards.
B. The most senior team member prepare the estimates.
C. Two or three senior team members estimate and take the average of their times.
D. The team work together to agree on estimates in a group setting.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 49
A technique showing Kanban work stages by comparing counted features over a time interval is called a/an:

A. Earned value system.
B. Fully integrated backlog.

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C. Cumulative flow diagram.
D. Progressive elaboration.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 50
Information transmission is greatest amongst team members who are working on:

A. Individual tasks in the same work area.
B. The same task through pair programming.
C. The same group of tasks individually.
D. Different tasks on the same project.

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 51
Which of the following is most appropriate to always participate in Planning Poker?

A. Product Owner
B. Stakeholders
C. Team members
D. Project manager

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

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QUESTION 52
How does Empirical Process Control support Agile methodologies?

A. Testing, requirements, and adaptation
B. Testing, requirements, and change
C. Visibility, review, and testing
D. Visibility, inspection, and adaptation

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 53
The three questions asked at every Daily Scrum should be: “What have you accomplished since the last Daily Scrum?”;”What are you planning to accomplish between now and the next Daily Scrum?”; and:

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A. What is preventing you from completing your work effectively?
B. What is yourcurrent performance velocity?
C. Are you on track to complete assigned story points?
D. How many story pointswill you complete this sprint?

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 54
In Agile projects, how are planning outputs shared with stakeholders?

A. Using the most highly visible method possible
B. On a need-to-know basis depending on role
C. According to the project communications plan
D. Through a series of stakeholder meetings

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 55
Which of the following is critical for the success of distributed Agile teams?

A. Cost containment
B. High volume of communication
C. Shared knowledge
D. Culture of collaboration

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

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QUESTION 56
Retrospectives provide an opportunity for the team to:

A. Reflect at the end of every iteration and identify improvements that will increase the quality of the product.
B. Participate in a mandatory meeting to share status updates across the team and to ensure that everyone is on track.
C. Understand from the management if the project is achieving the Scope, Quality, Cost, and Schedule goals.
D. Set goals at the beginning of the iteration and identify requirements that can be delivered in that iteration.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 57

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Scrum practices are facilitated by the:

A. ScrumMaster.
B. Product Owner.
C. Project Sponsor.
D. Scrum team.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 58
The process of reviewing, testing, and accepting implemented features is called:

A. Retrospective.
B. Stakeholder review.
C. Scope verification.
D. Iteration planning.

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Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 59
During which activity is the sequence of numbers 0, 1, 2, 3, 5, 8, 13 often used?

A. Denoting development sequence
B. Estimating development hours
C. Indicating priority of a story
D. Estimating points of a story

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 60
Which technique is used by a project team to estimate the amount of work that can be done per iteration?

A. Velocity measurement
B. Relative prioritization
C. Planning Poker
D. Release planning

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

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QUESTION 61
Which three criteria should be looked at when setting iteration length?
A. Time needed to complete a user story, time needed to build and test the stories, and product team acceptance of the stories
B. Timeframe in which the stories must be released, the cost to deliver the features to market, and product team acceptance of the stories
C. Delivering chunks of user-valued functionality, time needed to build and test the stories, and product team acceptance of the stories
D. Features that categorize the product, the time needed to complete the features, and the cost to deliver the features to market

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 62
Team velocity is used to:

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A. Measure the percentage of features completed.
B. Judge productivity within the iteration.
C. Predict schedules for mature teams.
D. Give feedback on delivered value.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 63
An Agile team best ensures product quality through:

A. The development team's use of pair programming.
B. Quality assurance's daily collaboration with the development team.
C. More frequent inspection after each iteration.
D. Feedback gathered during iteration retrospectives.

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Correct Answer: C
Section: (none)
Explanation
Explanation/Reference:
Explanation:

QUESTION 64
The Kaizen philosophy is change:

A. For the better.
B. Driven by process improvement.
C. Driven by teams.
D. Forsmallgroups.

Correct Answer: A
Section: (none)
Explanation

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Explanation/Reference:
Explanation:

QUESTION 65
Following chart lists stories for a release of an Agile project;

Story	Story Points
A	4
B	5
C	6
D	5
E	4
F	6
G	1

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If the team completes Story A, Story B, and 50% of Story C for the first iteration, what is the team's velocity?

A. 9
B. 10
C. 12
D. 15

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 66
The following chart lists stories for a release of an Agile project:

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Story	Story Points
A	4
B	5
C	6
D	5
E	4
F	6
G	1

If the velocity of the team is 10, how many iterations will be needed to complete all of the stories?

A. 3
B. 4
C. 5
D. 7

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 67
Since the last iteration, the team has grown from six members to 14 members. As a result, in the current iteration, the team room is crowded and uncomfortable during the team's daily standup. It takes the team longer than the ideal amount of time to complete their standup, which creates problems for the team's current schedule. Based on this information, the project manager should:

A. Move the standup to a conference call format so space is not a problem.
B. Increase the standup duration and update the team's calendars.
C. Assign each team member a maximum speaking time for future standups. D. Split the team into sub teams and have them schedule separate standups.

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 68
Which type of estimate refers to estimating a story based on its relationship to one or more other stories?

A. Algorithmic
B. Computational
C. Triangulating
D. Rules of Thumb

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

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QUESTION 69
A project team estimates that they should complete 30 story points in the current iteration. Partway through the iteration they realize that they will complete 50 story points at their current rate. The team should:

A. Shorten the iteration to meet the estimated velocity.
B. Continue to work with the estimated velocity.
C. Increase their estimated velocity.
D. Release members to meet the estimated velocity.

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 70
For a critical project, a new team has been formed from various departments. The project manager should start team building by:

A. Creating a project charter, documenting roles and responsibilities of each member, and sending it to the team members.
B. Taking the team offsite for icebreaker sessions and other activities to ensure team members get to know each other.
C. Assembling the team and discussing roles and responsibilities of each member on the team.
D. Assembling the team and asking the members to achieve a milestone in a small iteration.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 71
When are acceptance tests typically written for a user story?

A. After coding the story, but before user acceptance testing begins
B. After writing the story, but before coding begins
C. At the start of Product Backlog prioritization planning
D. After estimating the Product Backlog, but before Sprint planning begins

Correct Answer: C
Section: (none)
Explanation

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Explanation/Reference:
Explanation:

QUESTION 72
What is the definition of velocity?

A. The number of Sprints per release
B. The number of items resolved in a daily Scrum
C. The number of story points completed in Sprint
D. The number of User Stories in a release

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 73
In which meeting do you capture lessons learned?

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A. Sprint Planning
B. Sprint Review
C. Sprint Retrospective
D. Daily Status Meeting

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 74
Who developed extreme programming (XP)?

A. Mike Cohn
B. Ken Schwaber

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C. Kent Beck
D. Alistair Cockburn

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 75
Which is NOT a role on an XP team?

A. Coach
B. Customer
C. Product Owner
D. Programmer

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Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 76
In Pair Programming, one programmer is responsible for all the coding in an iteration then the programmer switch for the next iteration?
A. True B.
False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 77
Extreme Programming (XP) includes which of the following practices? (Choose three.)

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A. Simple Design
B. Coding standardsC. Mange WIP
D. Sustainable Pace
E. Eliminate Waste

Correct Answer: ABD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 78
What is the role of the XP Coach?

A. Defines the right product to build
B. Determines the order to build
C. Ensures the product works
D. Helps the team stay on process

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
QUESTION 79
Which 2 are goals of Lean Software Development? (Choose two.)

A. Ensure value
B. Simple Design
C. Continuous integration
D. Minimize waste

Correct Answer: AD
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 80
Well-written User Stories that follow the INVEST model include which attributes?

A. Independent, Negotiable, Smart
B. Valuable, Easy-to-use, Timely
C. Negotiate, Estimable, Small
D. Independent, Valuable, Timely

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 81
Wireframe models help Agile teams:

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A. Test designs
B. Confirm designs
C. Configure reports
D. Track velocity

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 82
Which of the following is the hierarchy of User Story creation?

A. Task, User, Story, Feature, Theme
B. Theme, Epic, User Story, Task
C. User Story, Epic, Theme, Feature

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D. Goal, Epic, Activity, User Story

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 83
Which of the following statements is true for measuring team velocity?

A. Velocity is not accurate when there are meetings that cut into development time.
B. Velocity measurements are disrupted when some project resources are part-time.
C. Velocity tracking does not allow for scope changes during the project.
D. Velocity measurements account for work done and disruptions on the project.

Correct Answer: D
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 84
Self-organizing teams are characterized by their ability to:

A. Do their own filing
B. Sit where they like
C. Make local decisions
D. Make project-based decisions

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 85
High-performing teams feature which of the following sets of characteristics?

A. Consensus-driven, empowered, low trust
B. Self-organizing, plan-driven, empowered
C. Constructive disagreement, empowered, self-organizing
D. Consensus-driven, empowered, plan-driven

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 86
Which of the following sets of tools is least likely to be utilized by an Agile team?

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A. Digital camera, task board
B. Wiki, planning poker cards
C. WBS, PERT charts
D. Smart board, card wall

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 87
Who typically has the best insight into task execution?

A. Project managers
B. Team members
C. Scrum Masters
D. Agile coaches

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 88
A servant leadership role includes:

A. Shielding team members from interruptions
B. Making commitments to stakeholders
C. Determining which features to include in an iteration
D. Assigning tasks to save time

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 89
All of the following are TRUE about communicating on distributed teams EXCEPT:
A. Should consider instant messaging tools
B. Should have an easier Storming phase
C. Need to spend more effort communicating
D. Have a higher need for videoconferencing

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 90
What is the sequence of Tuckman’s stages of team formation and development progress?

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A. Storming
B. Performing
C. Norming
D. Forming

Correct Answer: ABCD
Section: (none)
Explanation

Explanation/Reference:
Explanation:
D, A, C, B (In that order)

QUESTION 91
DRAG DROP

The Agile Manifesto states we value some items over others. Match the items in the columns below so each item on the left is valued over the corresponding item on the right.

Select and Place:

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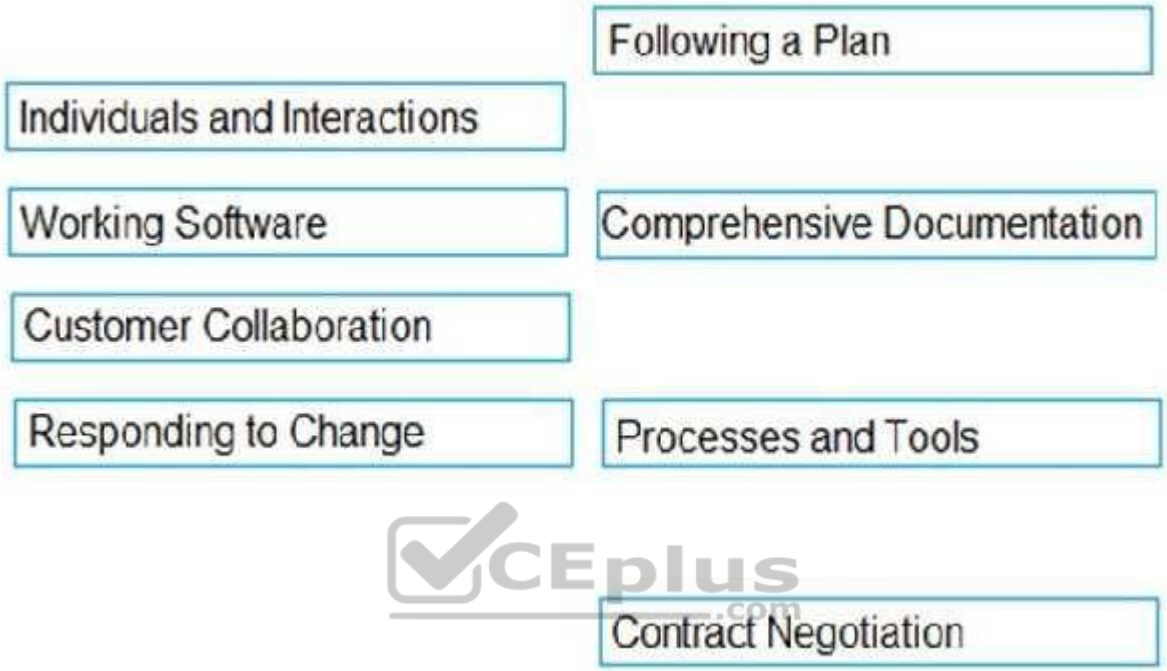

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Correct Answer:

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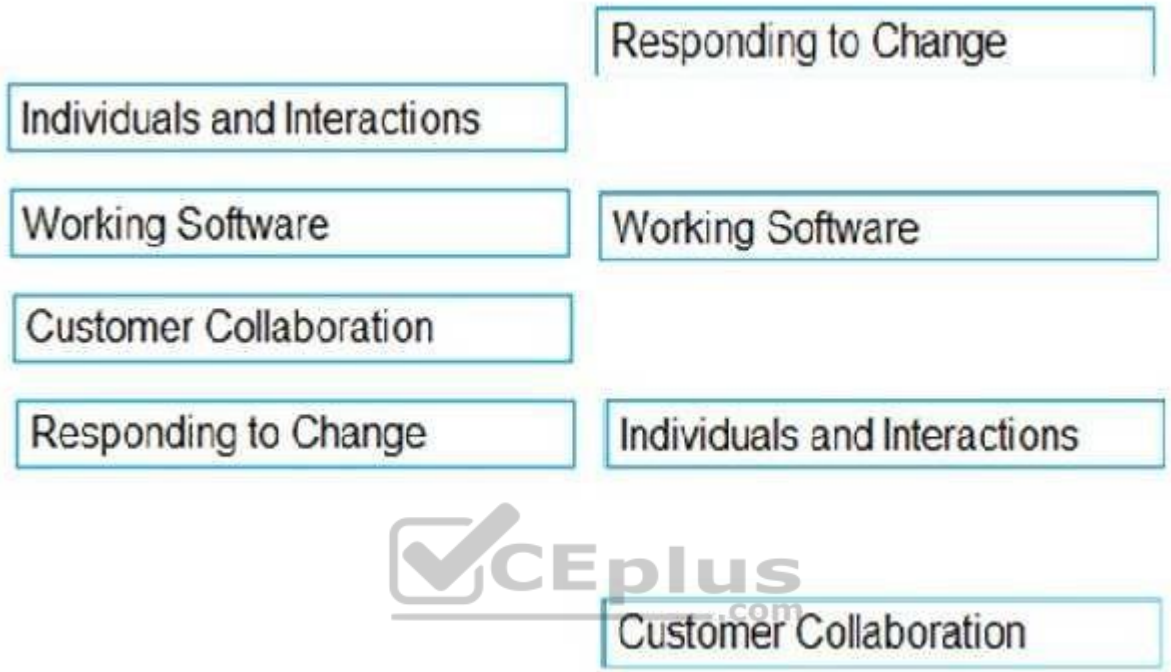

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Section: (none)
Explanation

Explanation/Reference:
Explanation:
Individuals & Interactions - Process and Tools
Working Software - Comprehensive Documentation
Customer Collaboration - Contract Negotiation
Responding to Change - Following a Plan

QUESTION 92
Your team is running three-week Sprints. How much time should you schedule for Sprint Review sessions?

A. 1 hour, 15 minutes

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B. 45 minutes
C. 3 hours
D. 6 hours

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 93
A 4-hour Sprint Planning meeting is typical for a Sprint or Iteration that is how long?

A. Four weeks
B. Two weeks
C. One week
D. Four days

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 94
In Agile project management, responding to change is valued over _____.

A. Contract negotiation
B. Following a plan
C. Customer collaboration
D. Processes and tools

Correct Answer: B
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 95

The person responsible for the Scrum process, making sure it is used correctly and maximizing its benefit:

A. Product Owner
B. Coach
C. Scrum Master
D. Scrum Manager

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 96

An Artifact on an Agile project can best be described as:

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A. A work output, typically a document, drawing, code, or model
B. The deliverable from a Sprint retrospective
C. The Agile model of persona
D. A document that describes how the work needs to be done

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 97

Product Backlog Items (PBI) described as emergent, are expected to:

A. Become new technology requirements
B. Grow and change over time as users' stories are completed
C. Become the highest priority items
D. Be the most recent stories added to the backlog

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 98
Which is a report of all the work that is “done”?

A. Burndown
B. Completion chart
C. Kanban chart
D. Sashimi

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 99
Traditional project management uses requirement decomposition. This can be comparable to_____ of Agile User Stories.

A. Sashimi
B. Definition of done
C. Disaggregation
D. De-separation

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 100

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In Agile,_____is the primary measure of progress:

A. Accelerated Burndown chart
B. Reduced risk
C. Increased customer satisfaction
D. Working software

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 101
User Stories are:

A. Negotiable
B. Baselined and not allowed to change
C. Created by the Agile Project Manager
D. The foundation of the roadmap

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 102
When maintaining the product backlog, this role represents the interests of the stakeholders, and ensures the value of the work completed:

A. Scrum Master
B. Agile Project Manager
C. Product Owner
D. Sponsor

Correct Answer: C

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Section: (none)
Explanation

Explanation/Reference:

QUESTION 103
Acronym describing the attributes of a product backlog:

A. DEEP
B. INVEST
C. ITERA
D. DESPO

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 104
Agile uses a number sequence for estimating. The series of numbers begin with 0, 1, 1 and are calculated by adding the previous two numbers to get the next number. This number sequence is called:

A. Sashimi
B. Velocity
C. Capacity
D. Fibonacci

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 105

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This role would be responsible for determining when a release can occur:

A. Product Owner
B. Scrum Master
C. Development Team
D. Agile Project Manager

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 106
On an Agile team, the project leader works to remove impediments from blocking the team's progress. This is known as what type of leadership?

A. Servant
B. Command and control
C. Consensus-driven
D. Functional management

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 107
Which should NOT take place at the daily Scrum?

A. The Product Owner gives an update
B. The Scrum Mater manages the time-box
C. The Development Team answers the three questions
D. Issues are raised and documented

Correct Answer: A

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Section: (none)
Explanation
Explanation/Reference:

QUESTION 108
What can be described as “one or two written sentences; a series of conversations about the desired functionality.”

A. User Story
B. Story point
C. Epic
D. Product roadmap

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 109
This artifact contains release names with expected dates and includes major features, client-side impacts, server-side applications, platform support and markets served:

A. Risk burndown graph
B. Product roadmap
C. Release migration plan
D. Product vision

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 110
Which list below includes the attributes of a good User Story?

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A. Small, estimable, independent, negotiable
B. Testable, estimable, renewable, valuable
C. Negotiable, small, explainable, valid
D. Valuable, estimable, dependent, small

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 111
The Agile Manifest principle, "Our highest priority is to satisfy the customer through early and continuous delivery of valuable software", is achieved through which Scrum practice?

A. Daily Scrum
B. Sprints
C. Release Planning
D. Sprint Planning

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 112
During which meeting do team members synchronize their work and progress and report any impediments to the Scrum Master for removal?

A. Sprint Planning meeting
B. Daily Scrum
C. Sprint Retrospective
D. Weekly Status meeting

Correct Answer: B
Section: (none)

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Explanation
Explanation/Reference:

QUESTION 113
Who is responsible for change management in Scrum projects?

A. Project Manager
B. Project Sponsor
C. Scrum Master
D. Product Owner

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 114
The technique used to analyze the flow of information and materials through a system to eliminate waste is:

A. Fishbone diagramming
B. Flow charting
C. Value stream mapping
D. Pareto analysis

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 115
Which of the following defines the goal of testing in Lean software development?

A. Testing is to improve the process and quality

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B. Testing plays the most crucial role in ensuring the intrinsic value of the product
C. In Lean software development, testing always refers to Test Driven Development
D. Testing is primarily performed to ensure that we don't have escaped defects

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 116
In Kanban, a diagram that describes the overall flow and provides a measurement for every significant step in the workflow is the:

A. Kanban board
B. Cumulative Flow diagram
C. Burn Down Chart
D. Parking Lot Chart

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 117
A visual control used in Lean software development to represent the velocity of business solutions delivered over time is a:

A. Business Value Delivered Chart
B. Burndown Chart
C. Cumulative Flow Diagram
D. Burn-Up chart

Correct Answer: A
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 118

Suppose the current release will be complete after 6 two-week iterations. A team member is insisting that the Product Owner write the acceptance test cases for the entire release. How should the Scrum Master respond?

A. Since the release duration is not very long, agree with the idea and explain the advantage of doing this to Product Owner
B. It's up to the team and Product Owner to determine if it is a good idea.
C. Explain that stories should only be discussed in detail prior to development. Elaborating stories not in the next couple of iterations is wasteful.
D. Decide to dedicate first Sprint to elaborating all the stories

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 119

Suppose your team is working to create a commercial website and is in the process of developing User Stories by role. One team member suggests rather than only thinking about the target user, we should also think of some exceptional users who use the system very differently. What type of user is this team member referring to?

A. High Risk User
B. Admin Role
C. Extreme Persona
D. Performance Tester

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 120

Which of the following testing is done manually by the XP team?

A. Regression testing

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B. Unit testing
C. Integration testing
D. Exploratory testing

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 121
Which of the following are 2 attributes of Exploratory testing? (Choose two.)

A. It involves minimum planning and maximum test execution
B. It is typically automated
C. It is unscripted testing
D. It is often the sole testing technique

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Correct Answer: AC
Section: (none)
Explanation

Explanation/Reference:

QUESTION 122
A change made to the internal structure of software that makes it easier to understand and cheaper to modify but does not change its observable behavior is referred to as:

A. A Spike
B. Technical debt
C. A User Story
D. Refactoring

Correct Answer: D
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 123

An iteration takes place in a time frame with specific start and end dates, called a time-box. Which of the following is NOT an advantage of time-boxing?

A. Establishes a WIP limit
B. Forces prioritization
C. Demonstrates progress
D. Helps control technical debt

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 124

Identify the three components of the Agile Triangle. (Choose three.)

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A. Quality
B. Value
C. Cost
D. Constraints
E. Scope
F. Leadership

Correct Answer: ABD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 125

There are four critical actions that should be embraced by an adaptive leader: improving speed-to-value, having a passion for quality, doing less, and _____.

A. Inspiring staff

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B. Managing conflict
C. Facilitating meetings
D. Ensuring effective communication

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 126
The 3 items are required for an Agile, adaptive environment: (Choose three.)

A. People
B. Process

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C. Product
D. Tools
E. Technology

Correct Answer: ABC
Section: (none)
Explanation

Explanation/Reference:

QUESTION 127

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What is the name of this facilitated process? One or more team members sequence the product backlog from smallest to largest User Story. The rest of the team validates the sequence. The whole team uses a sizing method such as T-shirt size or Fibonacci sequence to group the user stories.

A. Relative estimation
B. Pairwise comparison
C. Planning Poker
D. Affinity estimating

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 128
What are the 5 values of Agile Modeling?

A. Communication, Simplicity, Feedback, Courage, Humility
B. Communication, Efficiency, Transparency, Courage, Humility
C. Communication, Simplicity, Feedback, Adaption, Continuous Improvement

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 129
Pick the one factor that is NOT part of the Agile Scaling Model.

A. Team size
B. Geographical distribution
C. Domain complexity
D. Leadership Style
E. Organizational distribution

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F. Technical complexity
G. Organizational complexity

Correct Answer: D
Section: (none)
Explanation
Explanation/Reference:

QUESTION 130
What are the 5 phases of the Agile Project Management (APM) delivery framework?

A. Envision, Speculate, Explore, Adapt, Close
B. Elaborate, Speculate, Examine, Adapt, Close
C. Envision, Enable, Explore, Enhance, Close

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 131
The ultimate goal of _____ is to deploy all but the last few hours of work at any time.

A. Continuous Integration
B. Collective Code Ownership
C. Synchronous Builds
D. Asynchronous Builds

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 132
What are the three components of an Agile Project Charter? (Choose three.)

A. Success Criteria
B. Vision
C. Objectives
D. Scope E. Mission
F. Risks

Correct Answer: ABE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 133
DRAG DROP

Match each activity (on the left) to its definition (on the right).

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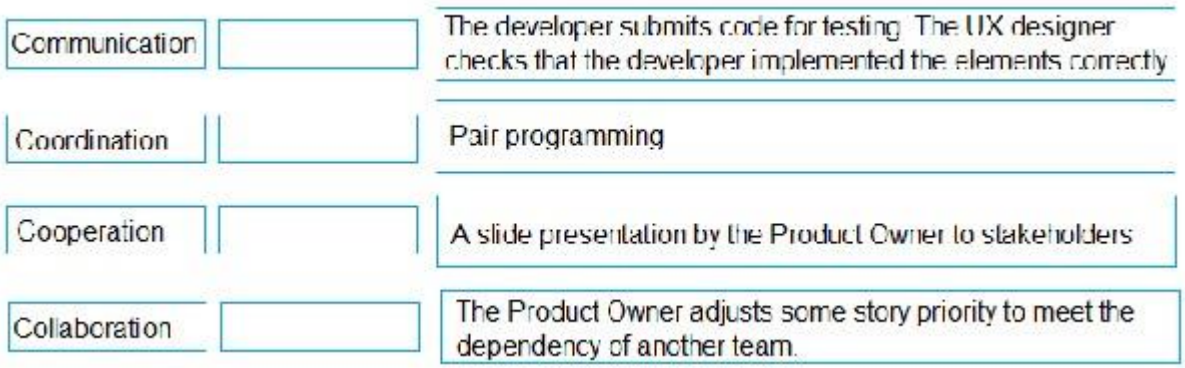
Select and Place:



Correct Answer:

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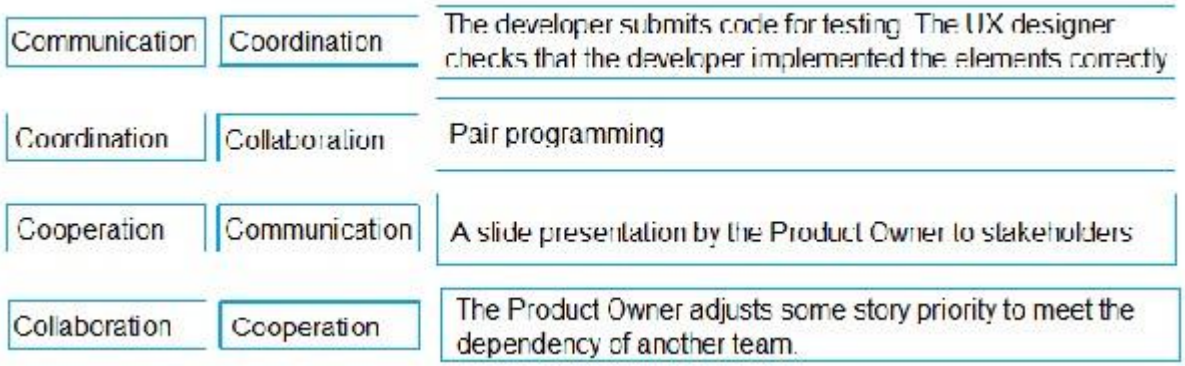

Section: (none)
Explanation

Explanation/Reference:
Explanation:
Communication - A slide presentation by the Product Owner to stakeholders
Coordination - The developer submits code for testing. The UX designer checks that the developer implemented the elements correctly. Cooperation - The Product Owner adjusts some story priority to meet the dependency of another team. Collaboration - Pair programming.

QUESTION 134
In XP, the practice that any developer can change any line of code to add functionality, fix bugs, improve designs, or refactor demonstrates:

A. Collective Code Ownership
B. Source Code Control
C. Pair Programming
D. Continuous Integration

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 135
When the Agile team works in a single location, the team is said to be _____.

A. Co-located
B. Distributed
C. Outsourced
D. Functional

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 136
Teams of members working in different physical locations are called:

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A. Co-located Teams
B. Distributed Teams
C. Outsourced Teams
D. Global Teams

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 137
On Agile teams, conflict is to be avoided at all cost.

A. True
B. False

Correct Answer: B
Section: (none)

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Explanation
Explanation/Reference:

QUESTION 138
DRY is an acronym for which Agile development principle?

A. Development Requires You
B. Don't Repeat Yourself
C. Deploy Repeatedly
D. Develop, Refactor, Yagni

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 139
When is the best time to perform Earned Value Measurement (EVM) in Agile projects?

A. After the iteration
B. After a release
C. During an iteration
D. Never – we don't perform EVM in Agile

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 140
Emotional intelligence includes all of the following except:

A. Self-awareness

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B. Motivation
C. Commitment
D. Influence
E. Intuitiveness
F. Conscientiousness

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 141
In a burndown chart, if the remaining work line is above the expected work line, what does this signify?

A. The project is ahead of schedule
B. The project is behind schedule
C. The resources are performing above expectation
D. The project is being well managed

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 142
Empirical process control constitutes a continuous cycle of inspecting the process for correct operation and results and adapting the process as needed. What characteristics does this apply to in Scrum?

A. Self-organization, Collaboration and Time-boxing
B. Quality, Cost and Scope
C. Scrums, Sprint and Releases
D. Transparency, Inspection and Adaption

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Correct Answer: D
Section: (none)
Explanation
Explanation/Reference:

QUESTION 143
Bugs reported by the customer that have slipped by all software quality processes are represented in this metric.

A. Technical debt
B. Escaped defects
C. Risk burndown
D. Code quality

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 144
Testing that often occurs between “Done” and “Done, Done” is:

A. Exploratory testing
B. Acceptance testing
C. Unit testing
D. Test driven development

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 145
Which of the following is NOT one of the 12 core practices of XP:

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A. The Planning Game
B. Planning Poker
C. Small Releases
D. System Metaphor

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 146
Which of the following is NOT one of the 12 core practices of XP:

A. Simple Design
B. Continuous Testing
C. Vertical Slicing
D. Refactoring

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Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 147
At minimum, all Kanban boards should have the following columns:

A. To-Do, Doing, Done
B. Analysis, Design, Develop, Test, Deploy
C. Backlog, Design, Develop, Unit Test, Acceptance Test, Ready-to-ship
D. The Kanban columns are determined by the team

Correct Answer: D
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 148

The Kano Model supports what Agile planning activity?

A. Estimation
B. Prioritization
C. Sizing
D. Continuous Integration

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 149

Which one is NOT a level of need in the Kano Model?

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A. Basic Needs
B. Performance Needs
C. Enabling Needs
D. Excitement Needs

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 150

Net present value (NPV) is a ratio that compares the value of a dollar today to the value of that same dollar in the future. An NPV that is negative suggests what?

A. The project should be rejected
B. I don't have enough information
C. The project should be deferred
D. The project should be put on hold until the value is 0

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Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 151
What is the Agile Open Space concept?

A. When cubicles walls are removed for an Agile team.
B. It is a meeting designed to allow Agile practitioners to meet in self-organizing groups where they can share their latest ideas and challenges.
C. The choice to collocate all team members for the beginning of a project.
D. It is a core principle of ADSM

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 152
Osmotic communication is when team members obtain information from overhead conversations.

A. True
B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 153
The 80/20 rule is also known as what law?

A. Little Law

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B. Pareto's Law
C. Mohr's Law
D. The Law of Averages

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 154
Pareto Analysis is the exercise of determining what 40% of functionality can be delivered with 60% of the effort.

A. True
B. False

Correct Answer: B
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 155
The length of time to recover the cost of a project investment is the:

A. Net Present Value
B. Payback Period
C. Earned Value
D. ROI

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
QUESTION 156

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The purpose of the Scrum of Scrums is to perform what function?

A. To increase knowledge of Agile within the organization
B. To provide dashboard reporting to executives
C. To manage cross-team dependencies working on the same project or product
D. To ensure team building and staff development occurs

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 157
Which one is NOT one of the 5 common risk areas mitigated by Agile?

A. Intrinsic schedule flaw
B. Specification breakdown
C. Scope creep
D. Stakeholder apathy
E. Personnel loss
F. Productivity variation

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 158
A reminder for the developer and Product Owner to have a conversation is:

A. The Sprint planning meeting
B. Backlog grooming
C. A User Story

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D. An Agile reminder

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 159
Wideband Delphi is used by an Agile Project manager to support what activity?

A. Prioritization
B. Scheduling
C. Estimation
D. Risk Management

Correct Answer: C
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 160
The purpose of Work in Progress (WIP) limits is to prevent the unintentional accumulation of work, so there isn't a bottleneck.

A. True
B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 161
Which 5 roles are defined by Extreme Programming? (Choose five.)

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A. Scrum Master
B. Coach
C. Customer
D. Stakeholder
E. Programmer
F. Tracker
G. Product Owner
H. Tester

Correct Answer: BCEFH
Section: (none)
Explanation

Explanation/Reference:

QUESTION 162
Simple Design, Pair Programming, Test-Driven Development, Design Improvement are all practices of which Agile methodology?

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A. Scrum
B. Feature Driven Development (FDD)
C. Extreme Programming (XP)
D. Dynamic Systems Development Method (DSDM)
E. Crystal Clear
F. Rational Unified Process (RUP)
G. Agile Unified Process (AgileUP)

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 163
Which of the following is not an Agile methodology?

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A. Scrum
B. Feature Driven Development (FDD)
C. Extreme Programming (XP)
D. Dynamic Systems Development Method (DSDM)
E. Program Evaluation Review Technique (PERT)
F. Crystal Clear
G. Rational Unified Process (RUP)H. Agile Unified Process (AgileUP)

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:

QUESTION 164
Incremental delivery means:

A. Deliver nonfunctional increments in the iteration retrospectives.
B. Release working software only after testing each increment.
C. Improve and elaborate our Agile process with each increment delivered.
D. Deploy functional increments over the course of the project.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 165
When we practice active listening, what are the levels through which our listening skills progress?

A. Global listening, Focused listening, Intuitive listening
B. Interested listening, Focused listening, Global listening
C. Self-centered listening, Focused listening, Intuitive listening
D. Internal listening, Focused listening, Global listening

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 166
Which Agile method goes through the following stages:

1a. The Feasibility Study
1b. The Business Study
2. Functional Model Iteration
3. System Design and Build Iteration
4. Implementation

A. Rational Unified Process (RUP)
B. Feature Driven Development (FDD)
C. Dynamic Systems Development Method (DSDM)
D. Lean Software Development
E. Scrum

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 167
What is a Japanese term used in Lean software development is an activity that is wasteful, unproductive, and doesn't add value?

A. Sashimi
B. Kanban
C. Muda
D. Kairoshi
Correct Answer: C

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Section: (none)
Explanation

Explanation/Reference:

QUESTION 168
Which one is not a value of Lean Development?

A. Pursue perfection
B. Ensure collective code ownership
C. After a project flows, keep improving it
D. Balance long-term improvement and short-term improvement

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 169
What of the following is not a step in the Value Stream Mapping process?

A. Define the current state
B. Collect data
C. Amplify Learning
D. Depict the future state
E. Develop an implementation plan

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 170

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At completion of iteration planning, the team has finished identifying the tasks they will commit to for the next iteration. Which of the following tools best provides transparency into the progress throughout the iteration?

A. Burndown chart
B. Gantt chart
C. Hours expended chart
D. Management baseline chart

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 171
A common reason a story may not be estimable is the:

A. team lacks domain knowledge.
B. the story did not include a role
C. developers do not understand the tasks related to the story.
D. team has no experience in estimating.

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 172
The purpose of a Sprint retrospective is for the Scrum team to:

A. Review stories planned for the next sprint and provide estimates,
B. Demonstrate completed user stories to the Product Owner.
C. Determine what to stop doing, start doing, and continue doing.
D. Individually provide status updates on user stories in progress.

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Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 173
Question: Which of the following BEST describes ROTI?

A. Measure of product backlog items (PBI) remaining
B. Measure of quality of features delivered in an iteration
C. Measure or required effort to complete an iteration
D. Measure of the effectiveness of the retrospective meeting

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 174
In the Kano Model of customer satisfaction, this type of feature makes a product unique from its competitors and contributes 100% to positive customer satisfaction:

A. Excitement
B. Performance
C. Must-have
D. Threshold

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 175
Which of the following is NOT a principle from the Agile Manifesto?

A. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
B. Business people and developers must work together daily throughout the project.
C. Continuous creation of technical debt and good design enhances agility.
D. Working software is the primary measure of progress.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 176
Which chart shows the total number of story points completed through the end of each iteration?

A. Iteration Burndown chart
B. Cumulative story point Burndown chart
C. Daily Burndown chart
D. Burnup chart

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 177
DRAG DROP

What is the order the hierarchy of product definition?

Select and Place:

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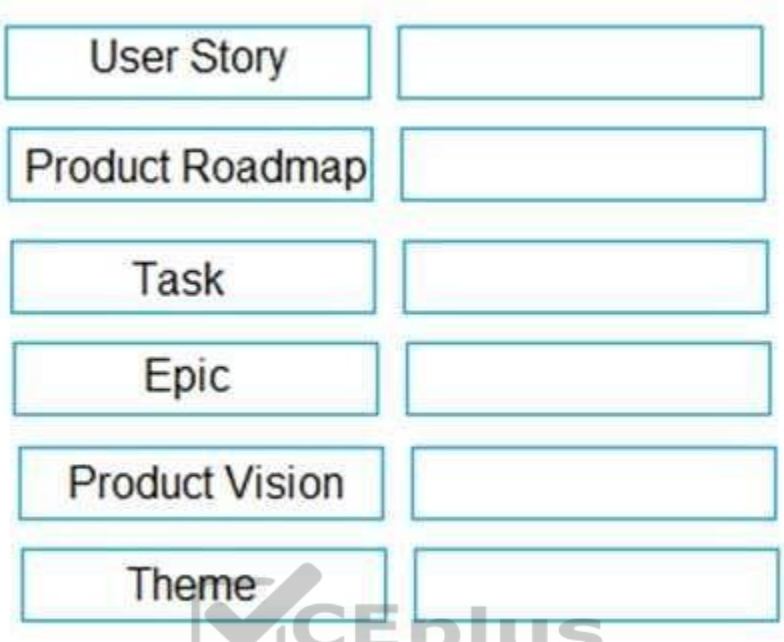

Correct Answer:

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Section: (none)
Explanation

Explanation/Reference:
Explanation:
Top to bottom as written
Product Vision
Product Roadmap
Theme
Epic
User Story
Task

QUESTION 178
With multiple Scrum teams, you should have a separate product backlog.

A. True

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B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 179
What is the best definition of “Done”?

A. Whatever will please the Product Owner
B. It is determined by the Scrum Master
C. The prodct has passed QA and has all of the required release documentation
D. The definition of “Done” is one that would allow the development work to be ready for a release.

Correct Answer: D
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 180
Which of the following does NOT describe Scrum?

A. Simple to understand
B. A lightweight framework
C. Difficult to master
D. A process or a technique for building products

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 181
Scrum is NOT:

A. A set of software project management principles
B. Founded on empirical process control theory, or empiricism
C. A process framework used to manage the development of products
D. Designed for static requirements

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 182
Which of the following is NOT part of the Scrum Framework?

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A. Roles
B. Events
C. Characteristics
D. Artifacts

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 183
What are the three pillars of Scrum?

A. Transparency, Inspection, and Adaption
B. Transparency, Inspection, and Empiricism
C. Transparency, Acceptance and Adaptation
D. Retrospectives, Inspection, and Adaptation

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 184
What does Scrum mean by Transparency?

A. Users can perform code reviews at any time
B. Documentation is available to anyone
C. All team members sit in a visible locationD. The process is understandable by all stakeholders

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 185
Who is NOT part of the Scrum Team?

A. Product Owner
B. Scrum Master
C. Customer

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D. Development Team

Correct Answer: C
Section: (none)
Explanation
Explanation/Reference:

QUESTION 186
A cross-functional team in Scrum consists of which types of team members?

A. A specialist in QA
B. An architect
C. A release manager
D. Anyone with the skills to accomplish the work

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 187
Scrum is both an iterative and incremental Agile process.

A. True
B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 188
When does Inspection occur?

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A. Throughout the Sprint
B. Only at the end of the Sprint
C. Whenever the Product Owner wishes
D. Frequently, but not so often that it gets in the way of work

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 189
The Product Owner is the sole person responsible for managing the Product Backlog.

A. True
B. False

Correct Answer: A
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 190
Who is responsible for maximizing the value of the product?

A. Senior Executives
B. The Product Owner
C. The Scrum Master
D. The Development Team

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 191
The Product Owner does not have to be a single person but may be a committee or a shared responsibility between multiple individuals.

A. True
B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 192
No one, not even the Scrum Master, tells the development team how to build the product.

A. True
B. False

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 193
The development team should have a lead developer to ensure the work is properly executed.

A. True
B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 194
The optimum size of the Scrum Team is:

A. 7
B. Between 3 and 9
C. 5
D. It depends

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 195
Who can change the Sprint Backlog during a Sprint?

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A. Senior Executives
B. The Product Owner
C. The Scrum Master
D. The Development Team

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 196
If there are multiple Scrum teams working on a product, each needs its own definition of Done.

A. True
B. False

Correct Answer: B

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Section: (none)
Explanation

Explanation/Reference:

QUESTION 197
To truly adopt Scrum, you must pick and choose what roles, artifacts, events, and rules are right for your organization.

A. True
B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 198
When was Scrum first introduced?

A. In 2001 with the Agile Manifesto
B. In 1995 at a conference presentation
C. At General Electric as part of a Lean approach
D. In 2000 along with Extreme Programming

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 199
Scrum is a container for other techniques and methodologies.

A. True
B. False

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
QUESTION 200
What type of process control is Scrum?

A. Classical
B. Empirical
C. Inspection
D. Adaptive

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 201
There must be a release every Sprint.

A. True
B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 202
How often should Development Team members change?

A. No more than every three Sprints
B. Never

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C. Each Sprint
D. As needed

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 203
What is a time-boxed event?

A. It happens at the same time as a conflicting task
B. It has a maximum duration
C. It has a minimum duration
D. It has a fixed place and time

Correct Answer: C
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 204
When is a Sprint finished?

A. When the definition of “Done” is met
B. When the Product Owner accepts the increment
C. When the time-boxed duration is met
D. When the work remaining is zero

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 205
Who updates work remaining during the Sprint?

A. Senior Executives
B. The Product Owner
C. The Scrum Master
D. The Development Team

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 206
Identify all members of a Scrum Team: (Choose three.)

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A. Customer
B. Stakeholder
C. Product Owner
D. Scrum Master
E. Project Manager
F. Development Team

Correct Answer: CDF
Section: (none)
Explanation

Explanation/Reference:

QUESTION 207
Who is responsible for the Project Plan and Gantt Chart in Scrum?

A. Project Manager
B. Scrum Master

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C. Product Owner
D. No Scrum role

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 208
How long is a Sprint Review?

A. 2 hours
B. 4 hours
C. It depends on the length of the Sprint

Correct Answer: C
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 209
If the Sprint Backlog cannot be completed in a Sprint, who resolves the issue?

A. Product Owner
B. Scrum Master
C. Development Team
D. Both the Product Owner and Development Team

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 210
If a customer really wants a feature added to a Sprint, how should the Development Team respond?

A. Add the feature into the current Sprint backlog
B. Escalate to the Scrum Master
C. Add the item to the Product Backlog for prioritization in the next Sprint
D. Ask the Product Owner to work with the customer

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 211
Scrum is a software development methodology.

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A. True
B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 212
If the Development Team doesn't like the time of the daily Scrum, what should the Scrum Master do?

A. Find a time that is open on everyone's calendar
B. Let the Development Team come up with a new time
C. Ask the Team to try the existing time for one Sprint
D. Tell them that Scrum is immutable and that they need to stick to it

Correct Answer: B
Section: (none)

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Explanation

Explanation/Reference:

QUESTION 213
The backlog is ordered by:

A. The needs of the Product Owner
B. Risk
C. Complexity
D. Size

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 214
Who is responsible for maximizing the value of the product backlog?

A. The Customer
B. The Scrum Master and Product Owner
C. The Product Owner
D. The Development Team and Product Owner

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 215
What happens if all the necessary testing doesn't occur in a Sprint?

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A. The User Story is moved to the next Sprint
B. Additional testers are added in the next Sprint
C. A risk of not creating a potentially shippable product occurs
D. The Burndown chart is updated

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 216
Pick roles that support the Scrum Master in removing impediments. (Choose two.)

A. The Development Team
B. Senior Management
C. The Product Owner
D. The Customer

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Correct Answer: AB
Section: (none)
Explanation

Explanation/Reference:

QUESTION 217
Similar to inspect and adapt in Scrum, this can be represented as Build, Measure, Learn.

A. Six Sigma
B. Kaizen
C. DMAIC
D. Agile Learning Cycle

Correct Answer: D
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 218
What Scrum event or artifact supports daily inspection and adaptation?

A. Product Backlog
B. Sprint Backlog
C. Sprint
D. Scrum
E. Working Product Increment

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 219
What Scrum event or artifact is the single source of requirements for any changes to be made to the product?

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A. Product Backlog
B. Sprint Backlog
C. Sprint
D. Scrum
E. Working Product Increment

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 220
What Scrum event or artifact is the set of items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal?

A. Product Backlog

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B. Sprint Backlog
C. Sprint
D. Scrum
E. Working Product Increment

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 221
The Scrum Master's job is to work with the Scrum Team and the organization to increase the awareness of the artifacts. Which pillar of Scrum does this represent?

A. Transparency
B. Inspection
C. Adaption

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 222
Based upon this Burndown chart, is this project ahead of schedule or behind schedule?

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A. Ahead of schedule
B. Behind schedule

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 223
Pick the two PMLC models that are based upon the Agile Project Management (APM) approach:

A. Linear
B. Adaptive
C. Incremental

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D. Iterative

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 224
Which of the following is NOT a characteristic of an Adaptive PMLC Model?

A. Iterative Structure
B. Clear up front requirements
C. Mission Critical Projects
D. JIT Planning

Correct Answer: B
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 225
This management approach is based on knowing well defined goals but not the means for a solution.

A. Traditional Project Management
B. Emertxe Project Management
C. Extreme Project Management
D. Agile Project Management

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 226
This Emertxe Project Management (MPx) approach is when neither a goal nor solution is clearly defined.

A. True
B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 227
Every Project Management Life Cycle (PMLC) has a sequence of processes that include these phases:

Scoping
Planning
Launching
Monitoring & Controlling
Closing

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A. True
B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 228
Which of the following is a weakness of an Adaptive PMLC Model?

A. Does not waste time on non-value-added work
B. Does not waste time planning uncertainty

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C. Cannot identify what will be delivered at the end of the project
D. Avoids all management issues processing scope change requests

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 229
Classes of Services in Kanban are used to:

A. Support estimation for Kanban Cards
B. Prioritize the queue by risk
C. All of the above
D. Ensure WIP limits are realistic

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 230
The following is a picture of which of the following Information Radiators?

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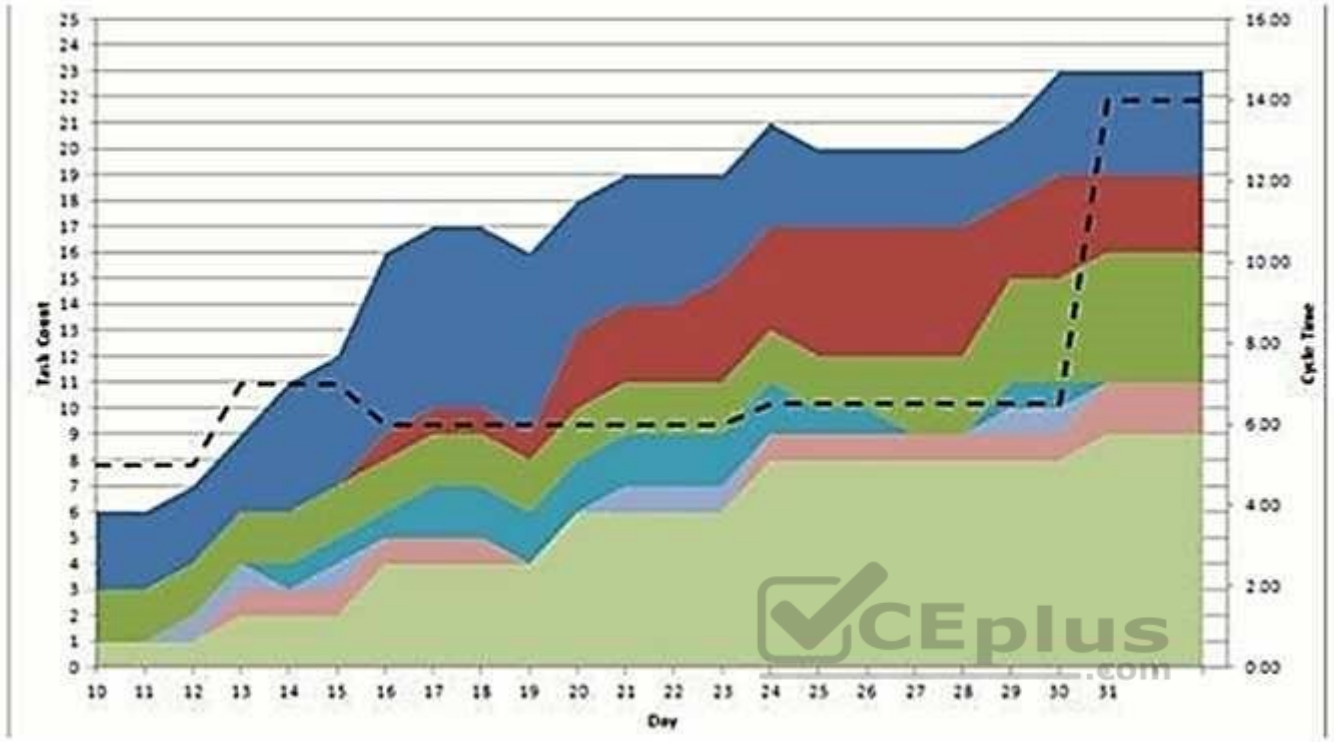

A. Burndown Chart
B. Kanban Tracking System
C. Cumulative Flow Diagram
D. Burnup Chart

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 231
The measure of productivity of a Kanban team is:

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A. Cycle time
B. Lead Time
C. Work in Progress
D. Velocity
E. Throughput

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:

QUESTION 232
Kanban cards should always be written using User Stories.

A. True
B. False

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 233
A term used to describe the work that can be delivered which meets the business requirements without exceeding them. (Choose two.)

A. Epic
B. Minimum Viable Product
C. Theme
D. User Story
E. Minimum Marketable Features

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Correct Answer: BE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 234
This role champions the products, provides the budget and supports the Scrum Master in removing impediments

A. Subject Matter Expert
B. Product Owner
C. Business Owner
D. Project Manager

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 235
The behavior where the Scrum Team focuses on one or more stories until they are done is called:

A. Collaboration
B. Swarming

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C. Pair-programming
D. Sprinting

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 236
DRAG DROP

Match the following roles on the right to the RASCI on the left:

Select and Place:

Correct Answer:

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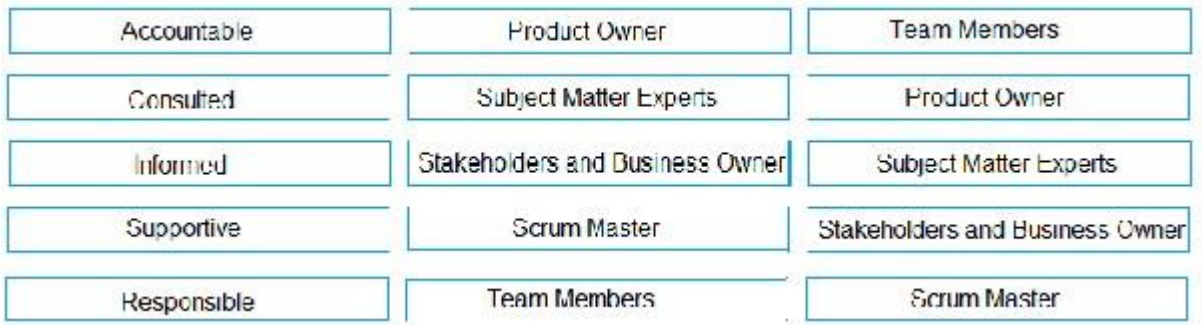

Section: (none)
Explanation
Explanation/Reference:
Explanation:
Accountable - Product Owner
Consulted - Subject Matter Experts
Informed - Stakeholders & Business Owner
Supportive - Scrum Master
Responsible - Team Members

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QUESTION 237
The product owner should spend at least 3 hours per day with the development team?

A. True
B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 238
Which role is external to the Scrum Team but provides a skill that does not exist on the Team?

A. Subject Matter Expert

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B. Team Member
C. Scrum Master
D. Project Manager

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 239
Which of the following is NOT considered an enterprise Agile method?

A. DAD
B. XP
C. LeSS
D. SAFe

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 240
This Agile methodology's properties include Focus, Osmotic Communication and Project Safety.

A. Scrum
B. Crystal Clear
C. Extreme Programming
D. Kanban

Correct Answer: B
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 241
Which of the following frameworks has the following practices?

Supports an envision, explore, adapt culture
Supports a self-organizing, self-disciplined team
Promotes reliability and consistency to the extent possible given the level of project uncertainty
Provides management checkpoints for review

A. Dynamic Systems Development Method (DSDM)
B. Crystal Clear
C. Feature Driven Development (FDD)
D. Agile Delivery Framework

Correct Answer: D
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 242
Which of the following is NOT a prioritization technique?

A. User Story Mapping
B. Kano analysis
C. Minimally Marketable Features (MMF)
D. Kitchen Prioritization
E. Planning Poker

Correct Answer: E
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 243
Choose which three statements are true about Approved Iterations: (Choose three.)

A. Meets the definition of Done
B. The Architect has approved it
C. It is communicated to all Team members and stakeholders
D. As a result, the Product Owner updates Roadmaps and Release Plans
E. There is no technical debt

Correct Answer: ACD
Section: (none)
Explanation
Explanation/Reference:

QUESTION 244
Non-functional requirements should be written as user stories whenever possible.

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A. True
B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 245
CRUD is an acronym that defines a way to split stories. What does CRUD stand for?

A. Create/Update/Delete
B. Capture/Replace/Update/Define
C. Create/Review/Update/Done
D. Create/Replace/Update/Define

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Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 246
During iteration planning, it was determined that an epic should be decomposed.

What was the determining factor?

A. Size and priority
B. Minimum marketable features
C. Release plan
D. Sprint mapping

Correct Answer: A
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 247
A team member on a new scrum project previously provided support to another application. Due to issues with that application, the team member's former supervisor continues assigning them tasks related to that project. The new project's scrum master includes this issue in the risk register.

What should the scrum master do next?

A. Monitor the threats and risks while allowing the team member to multitask on both projects
B. Assign more resources to the sprints to compensate for the absences of the team member
C. Ensure that the threats and risks are communicated and addressed
D. Assign fewer stories to the sprints so that the team member can still meet sprint goals

Correct Answer: C
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 248
An experienced product owner presents the epics and corresponding stories during a release planning session with the established team. The executive sponsor asks the team when the features will be delivered.

What should the agile team do?

A. Evaluate how much can be delivered based on the Scrum Master's estimation
B. Identify a set of user stories based on the team's velocity
C. Initiate an estimation session
D. Consult historical data for project completion

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 249
During a retrospective, the agile practitioner discovers that a team member's process improvement idea has worsened the outcome.

What should the agile practitioner do?

A. Commend the team on trying the idea, then encourage discussion regarding alternatives
B. Ask a manager to direct the team on fixing the process
C. Encourage the team to continue executing the idea to see if it improves
D. Privately speak with the team member to convey that their idea worsened the outcome

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 250

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Why should a project team reduce the work in progress?

A. It indicates poor project quality
B. It represents team members' utilization
C. It represents unrealized value
D. It shows that the project is behind schedule

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
QUESTION 251
A team's technical lead believes that manual testing should be conducted by junior team members below their level. The junior team members think it is unfair and refuse the tasks.

What should the scrum master do?

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A. Tell the technical lead to do the testing
B. Facilitate an open and focused team discussion that reinforces team agreements
C. Ask the team manager to advise the technical lead that all tasks are important
D. Encourage the team to take ownership of the delivery

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 252
During an iteration review, the agile team asserts that a product is complete because development and review were finished. The product owner disagrees, since the product has not been tested.

What should the agile practitioner do?

A. Work with the agile team and product owner to agree on the definition of done
B. Ask the project sponsor to determine whether the product is completed

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C. Plan another review after the product has been tested
D. Add testing to the backlog, and have the product owner reprioritize

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 253
An agile project manager is planning the initial scope, schedule, and cost range estimates on a new project. The team will be using Kanban to control work.

What metrics should the team use to measure performance?
A. Lead time, throughput, and due date performance
B. Work in progress limits, Kanban board, and time boxes
C. Work item types, sprint cadences, and defect classes
D. Burndown charts, scatter diagrams, and throughput

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 254
Due to its complexity, a new team member struggles with developing a concise user story.

What advice should the agile practitioner give to assist with developing the story?

A. Hand the story over to a more experienced team member
B. Break the story up and focus on the most valuable parts
C. Discuss the story at the next retrospective
D. Pick another story from the product backlog

Correct Answer: B
Section: (none)

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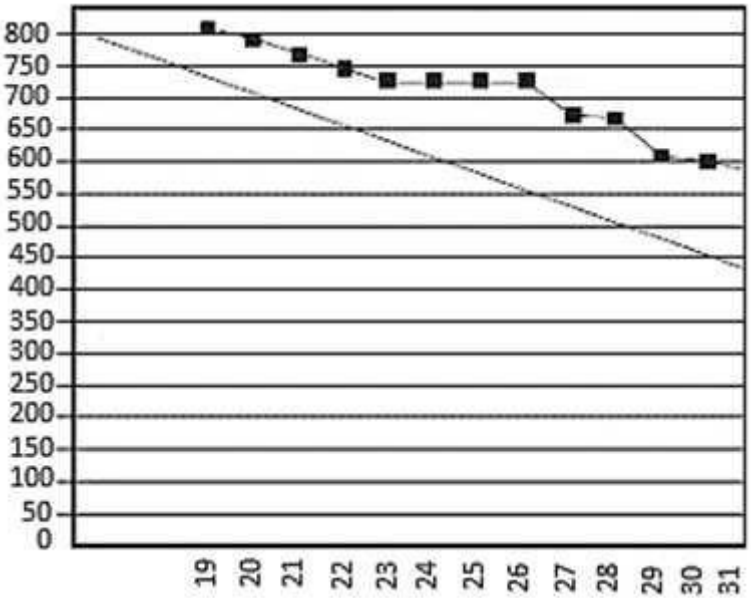
Explanation

Explanation/Reference:

QUESTION 255
Based on the burndown chart, what is the iteration's status?



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A. It trended ahead of schedule and completed everything on time
B. It look more time than expected and had to be lengthened
C. It trended behind schedule and did not complete everything on time
D. It took less time than expected and had to be shorted

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 256
A new product owner shares the product vision during the team launch event. The team asks for clarification on the product roadmap and its high-level features.

What should the product owner do?

A. Determine the required tasks for implementing the high-level features
B. Identify the detailed design for the high-level features
C. Prioritize the product backlog for the upcoming release
D. Estimate the user stories in the iteration backlog

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 257
A team identifies the number of threats and lists them in the order in which they were identified. After analyzing a cause-and-effect diagram, the ownership of the threats and their treatment is assigned, and a number of risk cards are places on the Kanban board.

What approach should be used to manage these threats?

A. Create a risk register detailing the threats, their causes, and their treatment strategies; and complete ownership to provide tighter risk control and a stakeholder communication tool
B. Focus on the threats during the daily stand up and ensure they are visible to the entire team and other interested parties
C. Prioritize the risks based on their critically and timing, and track actions to closure
D. Ensure that the prioritization of threats is complete, and that ownership actions are assigned and visible to everyone

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 258

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A newly formed development team experienced difficulty with accurately estimating product backlog items. As a result, the team failed to deliver all of the features in the sprint backlog for the past two iterations.

What should the team do to improve the accuracy of their estimates?

A. Decrease the sprint time box until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint
B. Discuss estimating techniques in the daily scrum meeting
C. Increase the size of the development team until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint
D. Begin tracking estimated effort metrics as an input to performance evaluation

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 259
Following a successful product release, senior management asks an agile team how to improve the value of the product for the next release.

What should the team do?

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A. Conduct frequent demos and obtain feedback from users throughout the development of the next release
B. Inform senior management that since the product was successfully released, the project is considered delivered and should be closed
C. Request additional budget to implement a Scrum of Scrums approach to scale the teams and add capacity
D. Implement a better definition of done to ensure that continuous integration processes are managed effectively

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 260
Midway through a sprint, the scrum master identifies that reassigning a certain task could help the team meet its sprint goals.

What should the scrum master do next?

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A. Alert the team that sprint goals might not be met and create an alternative plan
B. Obtain team buy-in to perform modifications to the sprint backlog
C. Have the sprint proceed as planned
D. Ask the team to decide if the task should be reassigned

Correct Answer: A
Section: (none)
Explanation
Explanation/Reference:

QUESTION 261
After completing the release plan, the team realizes that the project is very likely to have a negative ROI.

What should the team do?

A. Prioritize the backlog, and remove low-priority stories from the release plan to ensure a positive ROI
B. Replace some team members to reduce the release costs and minimize a negative ROI
C. Perform a root-cause analysis to remove waste from the delivery process and increase the ROI
D. Communicate the risk of negative ROI to the stakeholders, and update the release plan

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 262
An agile team member from a cross-functional team has been unable to complete assignments due to tasks assigned by the functional manager.

What should the Scrum Master do?

A. Dismiss the team member
B. Discuss the situation with the functional manager
C. Report the functional manager to the project sponsor
D. Demand that the functional manager respects the project charter

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 263
The team is in the middle of an iteration and there is an urgent request for a small change to be introduced to the committed scope. Unless this change is accepted, there is no value to the customers during this iteration.

What must the agile practitioner do?

A. Add the new change request as a new story in the product backlog for the upcoming iteration
B. Evaluate the impact of the change request and let the team and product owner decide and re-prioritize based on value
C. Recommend cancelling the current iteration and plan the change request into the next iteration
D. Recommend that the product owner add this change request as a user story to the backlog for the current iteration

Correct Answer: A
Section: (none)
Explanation

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Explanation/Reference:

QUESTION 264
During a mature agile team's planning meeting, a team member proposes a new framework that would considerably reduce implementation time. However, the team lacks the confidence to try the new framework.

To help the team gain confidence, what should the agile practitioner suggest?

A. Develop a spike
B. Create an Ishikawa diagram
C. Perform a pre-mortem analysis
D. Complete a variance and trend analysis

Correct Answer: D

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Section: (none)
Explanation

Explanation/Reference:

QUESTION 265
While reviewing the sprint burn down during a stand up, the scrum team identifies that they have fallen behind. Upon further discussion, they discover that some quality assurance (QA) team members were unable to use the new automation framework, which caused a bottleneck.

What should the scrum team do?

A. For upcoming sprints, have QA team members ensure that their respective skill sets are considered accepting stories
B. Have QA team members with the appropriate skills sets spend extra time to help the team succeed
C. Ensure that QA team members who lack the appropriate skill sets sign up for training within the next few weeks
D. Ask QA team members experienced with the new automation framework to cross-train the other QA members

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 266
What should a team do when they complete all sprint goals earlier than expected?

A. Begin working on an item in the backlog
B. Ask the scrum master to select an item from the backlog on which to work
C. Ask the product owner to select an item from the backlog on which to work
D. Jointly decide with the scrum master on an item from the backlog on which to work

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

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QUESTION 267
During a project meeting, a team is faced with a difficult decision. After discussion and deliberation, the project leader makes the final decision and ends the discussion. This causes a team member to withdraw from future collaboration.

How could the project leader have avoided this?

A. Led by example by encouraging the team to engage in consensus-driven decision making
B. Iterated the need for agile teams to make quick decisions, then followed up with that team member
C. Empowered a team member to facilitate decision making, then made a final decision on behalf of the team
D. Refrained from participating in the team's decision-making process, except to document and communicate results

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 268
A project is starting and the type of work is complex and suitable for agile. In assessing the team members, it appears that co-location would be a challenge.

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What should the agile practitioner do?

A. Select and implement collaboration tools to augment team interactions
B. Provide each geographical area with their own product owner and divide the work between the teams
C. Increase the number of requirements documents and ensure they are clearly communicated
D. After several sprints, calculate velocity based on primary team location and use secondary team as reserve

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 269
During a retrospective meeting, a team develops a large list of initiatives. All will have a positive impact and improve team performance.

What should the agile coach do next?

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A. Positively acknowledge the list and share it with management
B. Immediately have the team implement the initiatives
C. Help the team choose one or two initiatives for immediate implementation
D. Ask the team to choose and implement the most complex initiative

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
QUESTION 270
The team is refining user stories during the backlog grooming session and confused on the acceptance criteria and level of details.

What should the agile practitioner do?

A. Complete the test cases before creating the story in the backlog
B. Define the detailed business requirements so that the team can continue with development
C. Define the user stories with just enough details so the team can collaborate continuously
D. Ensure the acceptance criteria includes testing scenarios, so the team can do thorough testing

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Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

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