

## PMI-ACP

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PMI-ACP.



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## Exam A

### QUESTION 1

A story point is the:



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- A. Relative measure of the size of a user story.
- B. Duration it takes to complete a user story.
- C. Priority of the user story in the backlog.
- D. Business value of the user story.



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

### QUESTION 2

On a particular project, product quality is being measured at regular intervals and is consistently below the acceptable level. In a Lean environment, how should this problem be addressed?

- A. The team should implement more rigorous testing at the end of each development cycle.
- B. Management should direct the team on specific actions that they should take to improve quality.
- C. Management should guide the team as it seeks to improve itself and reduce errors in the system.
- D. The Project Champion should review the acceptable quality threshold to ensure that it is realistic.

**Correct Answer:** C

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 3**

In reference to Scrum, each sprint should produce:

- A. An increment of potentially shippable product functionality.
- B. A set of documented product requirements and specifications.
- C. A release with testable and measurable functionality.
- D. An increment of potentially testable product functionality.

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 4**

The primary purpose of a Sprint Review is for the team to:

- A. Demonstrate what was accomplished during the sprint.
- B. Discuss what went well, what didn't, and ways to improve.
- C. Prioritize and estimate stories planned for the next sprint.
- D. Individually provide status updates on user stories in progress.

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 5**

On what should Agile estimates be based?



- A. A Work Breakdown Structure (WBS) from each iteration aligned with the project management plan
- B. A disciplined iteration schedule, which improves predictability, combined with reaction to changes
- C. Ball park figures collected from past Agile projects with scopes similar to the current project
- D. Initial resource breakdown based on the available person days in the full project duration

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 6**

A value stream map is a tool used to identify the:

- A. Waste across the entire process.
- B. Highest value product features.
- C. Most valuable team interactions.
- D. Most likely flow of project risks.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 7**

When estimating initial velocity, the team should most likely:

- A. Discuss among the team their expectations of how many story points they can address.
- B. Use a Kanban workflow to identify steps and calculate velocity.
- C. Use velocity of past iterations or make a calculated guess.
- D. Discuss with the customer their expectation for the velocity of producing the product.

**Correct Answer:** C

**Section:** (none)

**Explanation**



**Explanation/Reference:**

Explanation:

**QUESTION 8**

After three iterations, the problems impeding an Agile team appear to be similar in nature to problems faced in earlier iterations. Inspection of the retrospectives for past iterations reveals information organized into columns entitled "What worked for us" and "What did not work for us." Based on this information, one can infer that the team did not capture:

- A. user stories
- B. milestones
- C. action items
- D. requirements

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 9**

A company is starting to introduce Agile practices, and the project manager has been asked to identify how to introduce the new process. The project manager's initial plan should be to:

- A. Institute daily standup meetings immediately.
- B. Communicate the Agile Manifesto to the team.
- C. Balance teaching principles with Agile practices.
- D. Rate the team's progress in learning new methods.

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 10**

A project team is distributed across multiple countries, and they are having issues agreeing on what is being delivered and how it should be developed. Which of the following should the project manager do to alleviate some of the tension between team members, break down cultural barriers, and improve communication?

- A. Ask the team to communicate only through email to clearly document issues.
- B. Discuss this issue with senior management and recommend that the team be co-located.
- C. Monitor performance and discuss the issues in detail at the next retrospective.
- D. Hold daily standup meetings with the two teams at a time that works best for everyone.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 11

Which tool allows the Product Owner to focus on providing the greatest value and Return on Investment (ROI) to the organization?

- A. Burn up chart
- B. Product Backlog
- C. Affinity estimate
- D. Cost Benefit Analysis (CBA)



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 12

Which are some of the most important benefits of an Agile team sitting together in a co-located, open environment?

- A. Osmotic communication is reduced; space is used more efficiently; groups work together more effectively, and team dynamics are improved.
- B. Costs are reduced as the need for conference rooms decreases, and the team can keep track of where members are more accurately.
- C. Team members can be held more accountable for their time and effort, and pair programming is easier as people have less distance to move to sit with their partner.
- D. Communication is improved; wait-time and rework are reduced; barriers between groups break down, and groups gain respect for each other professionally.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 13**

Which of the following is a list of capabilities, features, and stories that the Product Owner has identified?

- A. Burndown chart
- B. Story card
- C. Vision document
- D. Backlog

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 14**

Which layer of the product planning structure defines details at the capability or feature level?

- A. Iteration
- B. Roadmap
- C. Release
- D. Wave

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 15**

In an Agile approach, at which meeting does a team examine the effectiveness of risk responses by conducting a risk audit?

- A. Release planning
- B. Sprint planning
- C. Sprint Retrospective
- D. Daily Scrum

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 16

Collaboration can be defined as working together to jointly produce a deliverable or make a decision, whereas coordination is:

- A. Agreeing on a due date.
- B. Sharing information.
- C. Agreeing on the design.
- D. Pair programming.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 17

Refactoring, as it applies to the practice of extreme Programming (XP), refers to:

- A. Restructuring the estimate by applying a higher cost performance index during what-if analysis.
- B. Modifying the project due to scope changes, resource availability, and cost and schedule variances.
- C. Modifying the cost baseline due to an increased estimate at completion and a negative cost variance.
- D. Restructuring of code so as to improve the code without changing its external behavior.

**Correct Answer:** D

**Section:** (none)

**Explanation**





**Explanation/Reference:**

Explanation:

**QUESTION 18**

Which of the following would be most likely to assist when a customer has difficulty prioritizing stories?

- A. Split the stories into smaller ones to allow the customer to choose the pieces that they want.
- B. Have the team provide guidance into where their priorities lie to the customer.
- C. Provide additional technical details to give the customer insight into technical challenges.
- D. Have the team rewrite the stories with additional details to clarify requirements.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 19**

A user story says that a product must be very fast. During the demo, the Product Owner is dissatisfied with the speed of the product. The most likely reason that this occurred is because the user story was:

- A. Too large.
- B. Not estimated correctly.
- C. Not testable.
- D. Not descriptive of the value.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 20**

Team A is producing 61 points per iteration and Team B is producing 20 points per iteration. Team A has more senior engineers. A manager demands that Team B match Team A's points in the next iteration. Based on this information, it is reasonable to tell the manager that:

- A. it is impossible to compare two separate teams on points alone.

- B. Team B's points will match Team A if Team B gets more senior engineers.
- C. Team B must have help self-organizing so their points match Team A.
- D. Team B's points will increase if the Product Owner becomes more involved.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 21

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 22

Acceptance tests of user stories are specified by the:



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- 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:

### QUESTION 23

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 24

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 prioritization number.
- 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**

**Explanation/Reference:**

Explanation:

**QUESTION 25**

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 26**

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 27**

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

- A. Relative cost

- B. Customer value
- C. Development effort
- D. Dependencies

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 28**

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**

**Explanation/Reference:**

Explanation:

#### **QUESTION 29**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**



**Explanation/Reference:**

Explanation:

**QUESTION 30**

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 31**

An Agile team expects a velocity of 8. During sprint planning, the stories were estimated and prioritized in the following order:

Story A\_4Story Points  
Story B\_2Story Points  
Story C\_3 Story Points  
Story D\_2Story Points

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 32**

Agile communication is effective because:

- 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 33**

What are the primary outputs of a release planning session?

- A. Release vision, assumptions, action items, and iteration goals
- B. Prioritized Product Backlog, risks, action items, and release goals
- C. Estimated iteration velocities, risks, action items, and Release Backlog
- D. Risks, action items, dependencies, and Release Backlog

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 34**

Applying the Pareto rule when prioritizing the Product Backlog means that:

- A. features that are lower priority are more likely to slip to the next iteration.

- B. the value of a feature is not realized until the feature is complete.
- C. more recent requests are usually more important to the business.
- D. a small percentage of the work will provide a large percentage of the value.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

### QUESTION 35

At a strategic level, what is the most appropriate way for an Agile team to estimate a project?

- A. Creating a strategic plan by estimating hours and days required
- B. Using an abstract measurement to estimate Product Backlog items
- C. Estimating source lines of code needed to implement the features
- D. Taking an initial set of estimates and adding an appropriate risk factor

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

### QUESTION 36

The term “last responsible moment” refers to the moment at which:

- A. the iteration testing deadline arrives and code testing must stop.
- B. failing to make a decision eliminates an important alternative.
- C. release planning is complete and the first iteration planning starts.
- D. the implementation date is set and sponsor approval has been received.

**Correct Answer:** B

**Section:** (none)

**Explanation**



**Explanation/Reference:**

Explanation:

**QUESTION 37**

Estimating costs for an Agile project starts with which of the following types of meetings?

- A. Project Retrospective
- B. Steering Committee
- C. Release Planning
- D. Sprint Planning

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 38**

Who is responsible for determining the business value of each feature?

- A. Product Owner
- B. Steering committee
- C. ScrumMaster
- D. Team

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 39**

During the daily standup meeting, a team member states that an issue has been encountered. This leads to the team members getting into a problem-solving discussion. How should the ScrumMaster respond?

- A. Ask the team members to table the discussion until after the meeting is over.
- B. If the item is really important, allow the discussion to expedite resolution of the issue.

- C. Abruptly end the daily standup meeting and schedule another meeting to discuss the issue.
- D. Ask the team how they would like to use the daily standup meeting for that day.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 40**

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:

#### **QUESTION 41**

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 42**

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 43**

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

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 44**

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 45**

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

**Section:** (none)

**Explanation**



**Explanation/Reference:**

Explanation:

#### **QUESTION 46**

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

- 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 47**

Who is responsible for the “definition of done”?

- A. The team
- B. The Product Owner
- C. Management
- D. Project manager

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 48**

The purpose of a project burndown chart is to:

- A. Identify and communicate upcoming milestones.
- B. Display the level of effort and resources utilized.
- C. Identify dependencies between sprints or iterations.
- D. Display the remaining work across time.



**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 49**

Which of the following statements is an accurate value statement of the Agile Manifesto?

- A. People and places over processes and guidelines
- B. Customer collaboration over contract negotiation
- C. Working software over complete specifications
- D. Managing change over managing a plan

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 50**

Which of the following is part of the 12 practices defined in eXtreme Programming (XP)?

- A. Risk management
- B. Small releases
- C. Project management
- D. Project charter

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 51**

The velocity chart, storyboard, burndown chart, and impediment list are often communicated using:

- A. Status reports.
- B. Information radiators.
- C. Portfolio presentations.
- D. Project data packages.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 52**

The advantage of face-to-face collaboration emphasized in eXtreme Programming (XP) is that it:

- A. allows team members to use common language in their design and code.
- B. delays feedback much more than scheduled inspections.
- C. eliminates communication delays and misunderstandings.
- D. allows team members to correct some mistakes on the fly.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 53**

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

- 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 54**

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.
- C. Cumulative flow diagram.
- D. Progressive elaboration.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 55**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 56**

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:

**QUESTION 57**

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 58**

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:

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

**Correct Answer:** A

**Section:** (none)

**Explanation**



**Explanation/Reference:**

Explanation:

#### **QUESTION 59**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 60**

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 61**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 62**

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 63**

Team velocity is used to:

- 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 64**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 65**

The Kaizen philosophy is change:

- A. For the better.
- B. Driven by process improvement.
- C. Driven by teams.
- D. For small groups.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 66**

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



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 67**

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**

**Explanation/Reference:**

Explanation:



#### **QUESTION 68**

The purpose of "setting the stage" in a project retrospective is to:

- A. Restate the goal of the meeting and create an open atmosphere.
- B. Review the scope statement and summarize project results.
- C. Elevate the team's morale and ensure that everyone participates.
- D. Describe the next iteration and discuss lessons learned.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 69**

When facilitated and managed well, the primary benefits of a project retrospective should be to:

- A. Increase empowerment and enjoyment for the team.
- B. Identify the most important issues for the sponsors.
- C. Provide an open forum for team member complaints.
- D. Allow the team to get ahead on release planning.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 70**

In a Lean project environment, visual controls:

- A. Can be used by management for communicating specific corrective direction.
- B. Are easy to use, reflect the team's progress, and show the team what to do next.
- C. Are helpful while the team is forming but are less important for more experienced teams.
- D. Should be kept to a minimum to avoid distracting the team from high-value activities.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 71**

Which term best describes an Agile project's approach to risk analysis?

- A. Regression
- B. Pareto
- C. Qualitative
- D. Monte Carlo

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 72**

The primary purpose of a Sprint retrospective is for the team to:

- A. Review stories planned for the next sprint and provide estimates,
- B. Demonstrate completed user stories to the Product Owner.
- C. Discuss what went well, what didn't, and ways to improve.
- D. Individually provide status updates on user stories in progress.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



#### **QUESTION 73**

In a Lean Software Development environment, the Project Leader strives to eliminate:

- A. Work in Process (WIP) and bugs.
- B. Delays and building what is not needed.
- C. Defects and features with low value stream values.
- D. Poor requirements and changing scope.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 74**

A key component of Agile software development is:

- A. Requirements should be complete before beginning development
- B. Change must be minimized
- C. Risk management is robust
- D. Requirements are able to evolve during development

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 75**

Which is NOT a Scrum Role?

- A. Product Owner
- B. Team Member
- C. Project Manager
- D. Scrum Master

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 76**

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 77**

Who developed extreme programming (XP)?

- A. Mike Cohn
- B. Ken Schwaber
- C. Kent Beck
- D. Alistair Cockburn

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 78**

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 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**

**Explanation/Reference:**

#### **QUESTION 80**

Which is NOT a principle of Lean?

- A. Eliminate waste
- B. Time-box events
- C. Deliver fast
- D. Delay commitment

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 81**

Kanban means\_\_\_\_\_in Japanese?

- A. User Story
- B. Signal card
- C. Visual card
- D. Production Line

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 82**

Which is the first step in setting up Kanban?

- A. Place prioritized goals on the left column of the board
- B. Decide on limits for items in queue and work in progress
- C. Map your current workflow
- D. Lay out a visual Kanban board

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 83**

Which Agile framework adopts and tailors methods such as Scrum, Extreme Programming (XP), Agile Modeling (AM), Unified Process (UP), Kanban and Agile Data (AD) in order to support scaling.

- A. DSDM
- B. Crystal
- C. Disciplined Agile Delivery (DAD)
- D. Agile Delivery Framework (ADF)



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 84**

What is a product roadmap?

- A. A list of reports and screens
- B. A view of release candidates
- C. Instructions for deployment
- D. A backlog prioritization scheme

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 85**

Your sponsor has asked for clarification on when releases of your product will ship and what those releases will contain. Which Agile deliverable would best answer their needs?

- A. Product demo
- B. Product roadmap
- C. Product backlog
- D. Sprint backlog

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 86**

The acronym MoSCoW stands for a form of:

- A. Estimation
- B. Risk identification
- C. Prioritization
- D. Reporting

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 87**

Wireframe models help Agile teams:

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 88

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
- D. Goal, Epic, Activity, User Story

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 89

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**

**Explanation/Reference:**

**QUESTION 90**

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 91**

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

- 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 92**

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:**

### QUESTION 93

What is the sequence of Tuckman's stages of team formation and development progress?

- 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 94

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

- A. 1 hour, 15 minutes
- B. 45 minutes
- C. 3 hours
- D. 6 hours

**Correct Answer:** C

**Section:** (none)

**Explanation**



**Explanation/Reference:**

**QUESTION 95**

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**

**Explanation/Reference:**

**QUESTION 96**

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

- 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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 98**

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 99**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 100**

Which should NOT take place at the daily Scrum?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 101**

Which Agile methodology runs one week iterations; leverages the use of pair programming; and includes the roles of coach, customer, programmer, tracker, and tester?

- A. Lean
- B. Agile One
- C. Scrum
- D. XP



**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 102**

The best description of a Sprint backlog is:

- A. Daily progress for a Sprint over the Sprint's length
- B. A prioritized list of tasks to be completed during the project
- C. A prioritized list of requirements to be completed during the Sprint
- D. A prioritized list of requirements to be completed for a release

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 103**

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 104**

Which statement is least accurate when providing a definition of "Done"?

- A. It is the exit criteria to determine whether a product backlog item is complete
- B. It may vary depending on the project
- C. It is defined by the Scrum Master
- D. It becomes more complete over time

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 105**

Typically calculated in story points, this is the rate at which the team converts “Done” items in a single Sprint:

- A. Burndown rate
- B. Burn-up rate
- C. Velocity
- D. Capacity

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 106**

All of the following occur in the second half of the Sprint planning meeting EXCEPT:

- A. The Development Team identifies improvements that it will implement in the next Sprint
- B. The Product Owner is answers questions and clarifies User Stories
- C. The Development Team commits to work in the Sprint
- D. Tasks are defined for the User Stories

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 107**

An iteration prior to a release that includes final documentation, integration testing, training and some small tweaks is called:

- A. Hardening Iteration
- B. Buffer Iteration
- C. Release Iteration
- D. Integration Iteration

**Correct Answer:** A

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 108**

Analyzing the current organizational processes, per project requirements, and making needed process changes is called:

- A. Value Stream Mapping
- B. Release Planning
- C. Use Case Development
- D. Process Tailoring

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**



**QUESTION 109**

Suppose 8 new members joined the development team, and the team size is now 15. The daily Scrum is getting noisy and exceeding the 15 minutes time-box. What is the most effective way to address this situation?

- A. Divide the team into two teams with minimum dependency and have two separate daily Scrums.
- B. Do nothing; allow the large team to exceed the time-box by a few minutes each meeting.
- C. Increase the time-box for the daily Scrum to 30 minutes.
- D. Ask the team members to only update on the impediments and highlight only the important ones.

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 110**

While developing a story during the iteration, team discovered new tasks that were not identified earlier. A newly discovered task is such that the User Story cannot be completed during the iterations. What are the most appropriate actions for the team to perform?

- A. Let the Product Owner decide if there is still a way to meet the iteration goals.
- B. Discuss the situation with the Scrum Master and see if there is still a way to meet the iteration goals.
- C. Drop the User Story and inform the Product Owner that it will be delivered in the next iteration.
- D. Modify the scope of other User Stories to allow completion of the Sprint backlog.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 111

Suppose your team velocity is 8 story points, and the product backlog items are ordered by priority as shown below. If you are in a Sprint Planning meeting and need to commit to the User Stories for the next iteration, which ones will you select?

**Story 1 = 3 Story Points**

**Story 2 = 4 Story Points**

**Story 3 = 3 Story Points**

**Story 4 = 1 Story Points**



- A. Story 1, 2, and 3
- B. Story 1, 2, and 4
- C. Story 1 and 2
- D. Story 2, 3, and 4

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 112

During Sprint Planning, the architect is constantly estimating higher than everyone else, and team members are increasing their estimates to accommodate her. This is an example of:

- A. Dominating
- B. Influencing
- C. Dictating
- D. Anchoring

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 113

Traditional Project Management uses the Work Breakdown Structure to develop requirements in terms of activities. What type of breakdown structure is used in Agile for this purpose?

- A. Feature Breakdown Structure
- B. Product Roadmap
- C. Product Breakdown Structure
- D. Sprint Backlog



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 114

When implementing Agile Project Management, risk management that occurs simply by following Agile best practices such as iterative planning and review activities is called:

- A. Inherent risk management
- B. Organic risk management
- C. Overt risk management
- D. Intrinsic risk management

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 115**

Extreme Programming (XP) defines four basic activities that are performed during the software development process. These include designing, coding, testing and ...?

- A. Collaborating
- B. Leveling
- C. Communicating
- D. Listening

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 116**

Agile project management and product development use several types of documents specific to each iteration; they are known as "artifacts". All of the following documents are Agile iteration artifacts except:

- A. Iteration Vision Statement
- B. Iteration Backlog
- C. Iteration Plan
- D. Iteration Burndown Chart

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 117**

In Sprint Planning, the development team estimates User Stories provided by the Product Owner and agrees to ones that can be completed in the Sprint. This is an example of:

- A. Osmotic Communication
- B. Reciprocal Commitment
- C. Universal Acceptance
- D. Tacit Agreement

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 118**

Which of these statements is NOT correct about Ideal time and Calendar time?

- A. Ideal time is the time that is actually required to complete the work
- B. Both of them convey the same meaning
- C. Calendar time is the amount of time that passes on clock (calendar days)
- D. Normally calendar days are not equal to ideal days

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 119**

\_\_\_\_\_ an estimate refers to estimating a story based on its relationship to one or more other stories.

- A. Triangulating
- B. Triaging
- C. Aggregating
- D. Disaggregating

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 120**

The \_\_\_\_\_ the technical debt means the \_\_\_\_\_ the intrinsic quality?

- A. higher, higher
- B. higher, lower
- C. lower, lower
- D. lower, higher

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 121**

Setting up development work in a way that the team can figure out what to do next is called:

- A. A pull system
- B. Push system
- C. Critical path
- D. Sprint backlog

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 122**

What Agile development approach is being used when the whole team works towards solving a complex problem?

A. Swarming



<https://vceplus.com/>

B. Norming

C. Performing

D. Collaborating

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**



### QUESTION 123

The trend of work remaining across time in a Sprint, a release, or a product, with work remaining tracked on the vertical axis and the time periods tracked on the horizontal axis is called a \_\_\_\_\_.

A. Burndown Chart

B. Burnup Chart

C. Progress Chart

D. Parking Lot Chart

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 124**

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

- 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 125**

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)

**Explanation**

**Explanation/Reference:**

**QUESTION 126**

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 127**

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

- A. Testing is to improve the process and quality
- 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 128**

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 129**

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

- A. Regression testing
- B. Unit testing
- C. Integration testing
- D. Exploratory testing

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 130**

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

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



**Correct Answer:** ABD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 131**

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

- A. People
- B. Process
- C. Product
- D. Tools
- E. Technology

**Correct Answer:** ABC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 132**

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:**

#### **QUESTION 133**

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 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:**

#### **QUESTION 135**

Teams of members working in different physical locations are called:

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



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 136**

Suppose you are a Scrum Master on a new Agile team. Which of the following strategies is best way to resolve conflict on the team?

- A. Collaborate
- B. Negotiate
- C. Smooth over
- D. Ignore
- E. Use your authority

**Correct Answer:** A



**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 137**

When we use the term “container” in Scrum what are we referring to?

- A. A Sprint or Iteration
- B. Source code repository
- C. Development team room
- D. A vertical slice of functionality

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**



**QUESTION 138**

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 139**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 140**

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:**

#### **QUESTION 141**

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 142**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 143**

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 144**

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

- A. Pair Programming
- B. Collective Code Ownership
- C. 40-Hour Work Week

D. Minimize Waste

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 145**

Which of the following is NOT one of the 12 core practices of XP?

- A. Visualize the flow
- B. On-site Customer
- C. Coding Standards
- D. System Metaphor

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 146**

Team members who are part-time on your project will see at least a 15% reduction in their productivity per hour. The type of resource model in Agile is called:

- A. Collocated
- B. Fractional assignments
- C. Distributed resources
- D. Over-allocated resources

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 147**

Frequent verification and validation is key in Agile but each approach produces a very different result. Verification determines \_\_\_\_\_ whereas validation determines \_\_\_\_\_.

- A. if the product is “done” | if the product is “done-done”
- B. if I am I building the product right | if I am I building the right product
- C. if I am I building the right product | if I am I building the product right
- D. if the product has passed unit testing | if the product has passed acceptance testing

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 148**

Which of the following is an example of an information radiator?

- A. An email of a status report
- B. A text of a quick question to the Product Owner
- C. A whiteboard showing the state of work
- D. A face-to-face conversation



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 149**

Assuming all projects require the same amount of up-front investment, the project with the highest \_\_\_\_\_ would be considered the best and undertaken first.

- A. Earned Value Management (EVM)
- B. Internal Rate of Return (IRR)
- C. Net Present Value (NPV)

D. Budget at Completion (BAC)

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 150**

Based on the following information, determine the number weeks until the next release.

**Length of a Sprint = 2 weeks**

**Velocity of team = 35 points**

**Number of story points assigned to minimum marketable features**

**(MMF) = 280 points**

- A. 8 weeks
- B. 12 weeks
- C. 16 weeks
- D. 9 weeks



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 151**

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**

**Explanation/Reference:**

**QUESTION 152**

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 153**

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 154**

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 ADMS

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 155**

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

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



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 156**

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**

**Explanation/Reference:**



**QUESTION 157**

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 158**

An archetypal user of a systems is called a(n):

- A. Super user
- B. Admin
- C. Persona
- D. UX engineer



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 159**

When is Planning Poker used?

- A. During backlog prioritization
- B. As part of Pareto Analysis
- C. During User Story sizing and estimating
- D. As part of the Daily Stand-up

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 160**

Process Tailoring is the iterative approach implementing your SDLC process.

A. True B.

False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 161**

Refactoring is a key way of preventing technical debt.

A. True

B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 162**

Triple Nickels is a technique used in what kind of meeting?

A. Sprint Planning

B. Daily Scrum

C. Sprint Retrospective

D. XP Planning Game



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 163**

Who is responsible for managing ROI in Agile projects?

- A. The Project Sponsor
- B. The Product Owner
- C. The Agile Project Manager
- D. The Scrum of Scrums Master

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 164**

Which Agile method promotes the practice of risk-based Spike or Spike solutions?

- A. Scrum
- B. AgileUP
- C. ADSM
- D. Extreme Programming

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 165**

Which one is NOT a reason to perform a Spike?

- A. To perform basic research to familiarize the team with a new technology or domain
- B. To analyze the expected behavior of a large story so the team can split the story into estimable pieces.
- C. To defer a story until a later Sprint while still showing progress to the Product Owner
- D. To do some prototyping to gain confidence in a technological approach

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 166

Which artifact is useful for seeing total project risk increasing or decreasing over time?

- A. Burndown bar chart
- B. Risk Burn-Up chart
- C. Risk Burndown Graph
- D. Risk Map



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 167

What is the Agile term for the time period when some or all of the following occur: beta testing, regression testing, product integration, integration testing, documentation, defect fixing?

- A. Spike
- B. Code Freeze
- C. Tail
- D. Lag

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 168**

Agile development prevents technical debt.

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 169**

What is the purpose of running a test before you develop the code?

- A. To complete all test cases
- B. To ensure it fails
- C. To ensure it passes
- D. To be cross-functional

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 170**

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
- D. An Agile reminder

**Correct Answer:** C  
**Section:** (none)  
**Explanation**

**Explanation/Reference:**  
**QUESTION 171**

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**



**Explanation/Reference:**

**QUESTION 172**

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 173**

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

- 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 174

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

**Correct Answer:** D

**Section:** (none)

**Explanation**



**Explanation/Reference:**

**QUESTION 175**

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. Kairoschi

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 176**

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:**

**QUESTION 177**

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 178**

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 179**

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 of required effort to complete an iteration
- D. Measure of the effectiveness of the retrospective meeting

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 180**

What Agile concept expresses delivering value in slices rather than in layers/stages?

- A. Definition of Done
- B. Value Mapping
- C. Sashimi
- D. Lean Value

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 181**

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



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 182**

What Agile planning artifact should be updated at minimum semi-annually?

- A. Product Vision
- B. Product Roadmap
- C. Release Plan
- D. Sprint Plan

E. Daily Plan

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 183**

What Agile planning artifact is created by the Product Owner and the development team?

- A. Product Vision
- B. Product Roadmap
- C. Release Plan
- D. Sprint Plan
- E. Daily Plan

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 184**

DSDM uses MoSCoW technique to create the prioritized requirements list. In MoSCoW technique, 'M' stands for:

- A. Most useful
- B. Must have
- C. Must not have
- D. Minimum marketable feature

**Correct Answer:** B

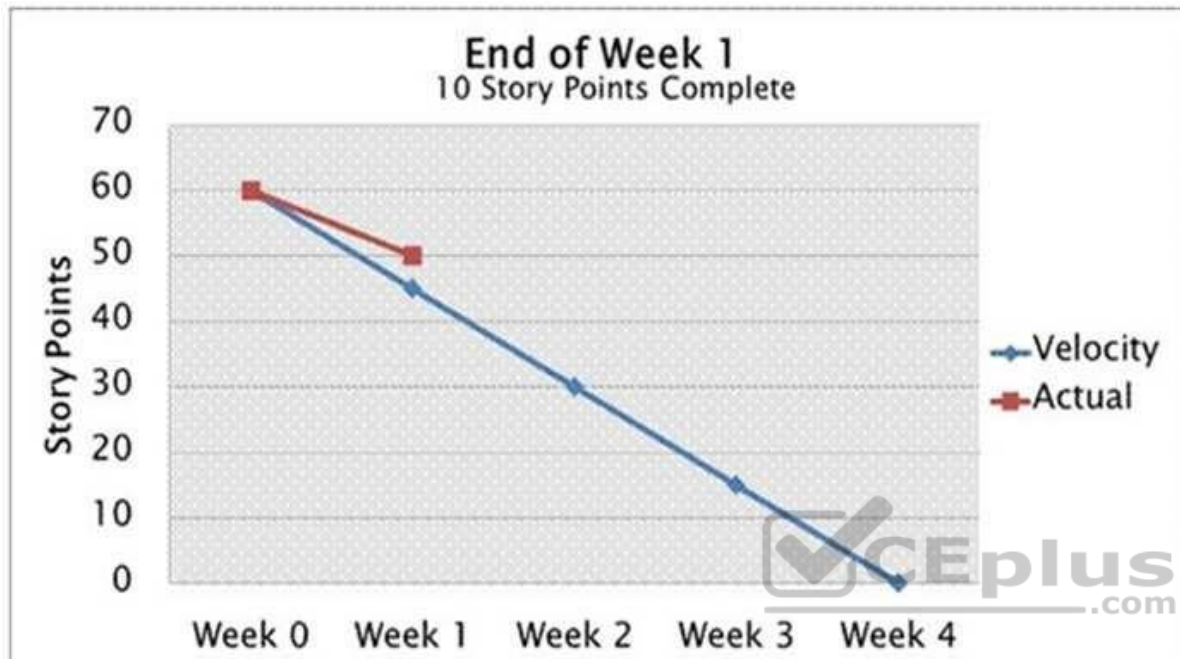
**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 185

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



- A. Ahead of schedule
- B. Behind schedule

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 186

Which of the following occurs in the first Sprint?

- A. Create a project plan
- B. Develop a shippable piece of functionality

- C. Complete your reference architecture
- D. Develop the Product Roadmap

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 187**

What is the best definition of “Done”?

- A. Whatever will please the Product Owner
- B. It is determined by the Scrum Master
- C. The product 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**



**Explanation/Reference:**

#### **QUESTION 188**

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:**

**QUESTION 189**

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 190**

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



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 191**

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 location
- D. The process is understandable by all stakeholders

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 192**

Who is NOT part of the Scrum Team?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 193**

Scrum is both an iterative and incremental Agile process.

- A. True
- B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 194**

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

- A. True

B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 195**

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 196**

The Product Owner and Scrum Master are never part of the Development Team.

A. True

B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 197**

The Scrum Master as a Servant Leader is in service to which of the following?



- A. The Development Team
- B. The Organization
- C. The Product Owner and the Development Team
- D. The Organization, the Product Owner and the Development Team

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 198**

Which one of the following is NOT a Scrum Event?

- A. Sprint
- B. Daily Scrum
- C. Sprint Review
- D. Weekly Status
- E. They are all Scrum events.



**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 199**

All of the following are true about change during a Sprint EXCEPT:

- A. Changes can be made that impact the Sprint goal
- B. The development team can change tasks in the Sprint backlog.
- C. The Product Owner is the only person that can add or remove a User Story in the Sprint Backlog
- D. Change may occur as scope is clarified between the Product Owner and the Development Team

**Correct Answer:** A

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 200**

The Scrum Team and Development Team are the same thing.

- A. True
- B. False

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 201**

In Scrum, Sprints are never longer than a calendar month.

- A. True
- B. False

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 202**

Who can cancel a Sprint?

- A. The Development Team
- B. Executive Stakeholders
- C. The Product Owner
- D. The Scrum Master



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 203**

What happens if the customer no longer wants the feature that the Sprint Goal intended to meet?

- A. The Development Team should determine if there is value in the Sprint
- B. The Executive Stakeholders should determine if the Sprint should continue
- C. The Product Owner should cancel the Sprint
- D. The Scrum Master should cancel the Sprint

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 204**

How long is the Sprint Planning meeting?

- A. 4 hours
- B. 8 hours
- C. Depends on the length of the Sprint
- D. 3 hours

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 205**

In the first part of the Sprint Planning meeting, what is NOT accomplished?

- A. Items are selected from the Product Backlog
- B. The Development Team decides how much work can be accomplished
- C. The Scrum Team defines the Sprint Goal
- D. The Tasks are defined

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 206

No one but the Scrum Team attends the Sprint Planning meeting.

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 207

Which three of the following points about the daily Scrum are TRUE? (Choose three.)

- A. It is time-boxed
- B. It is held at the same place and time every day
- C. The Product Owner provides an update
- D. The Scrum Master enforces the rule that only Development Team members participate

**Correct Answer:** ABD

**Section:** (none)

**Explanation**



**Explanation/Reference:**

**QUESTION 208**

Which of the following are TRUE about the Sprint Review? (Choose two).

- A. It should be a formal presentation
- B. Stakeholders may attend
- C. The Product Owner presents what backlog items are “Done”
- D. The Scrum Master demonstrates the product

**Correct Answer:** BC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 209**

The feedback from the Sprint Review impacts the next Sprint planning meeting.

- A. True
- B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 210**

Which of the following are TRUE about the Sprint Retrospective? (Choose two.)

- A. It is three hours for a one month Sprint
- B. It occurs before the Sprint Review
- C. It is an opportunity to inspect the people, relationships, process, and tools in the last Sprint
- D. It is the only time improvements are made during a Sprint

**Correct Answer:** AC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 211**

Backlog Grooming and Backlog Refinement are the same thing.

- A. True
- B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 212**

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

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 213**

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 214**

The Scrum Master is a management role?

A. True

B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 215**

How often should Development Team members change?

A. No more than every three Sprints

B. Never

C. Each Sprint

D. As needed

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 216**

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**

**Explanation/Reference:**

#### **QUESTION 217**

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 218**

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:**

**QUESTION 219**

How long is the time-box for the daily Scrum?

- A. It depends
- B. 5 minutes per person on the Development Team
- C. 15 minutes
- D. Whatever the Team decides

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 220**

How does the Scrum Master provide the most value to the Team?

- A. By facilitating discussions between the Product Owner and the Development Team
- B. Ensuring time-boxes are kept
- C. Removing impediments to the Development Team
- D. Scheduling Scrum events

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 221**

Select the statements that are TRUE about the Product Owner. (Choose two.)

- A. The Product Owner can clarify the backlog during the Sprint
- B. The Product Owner estimates the size of the Sprint backlog
- C. The Product Owner prioritizes the Product backlog
- D. The Product Owner defines the Sprint Goal before the Sprint Planning meeting

**Correct Answer:** AC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 222**

Who creates the Sprint Goal?

- A. The Development Team
- B. The Scrum Master
- C. The Product Owner
- D. The entire Scrum Team

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 223**

The Scrum Master is a participant in the Sprint Retrospective.

- A. True
- B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 224**

If the Development Team does not have all the skills to accomplish the Sprint Goal, the Scrum Master should:

- A. Cancel the Sprint

- B. Stop using Scrum
- C. Have the development team determine the definition of “Done” and work through the Sprint backlog
- D. Remove the impacted stories from the Sprint backlog

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 225**

The Project Manager plays the following role in Scrum:

- A. Collects the status from the Scrum Master
- B. Updates the Burndown chart
- C. Creates the release plan
- D. There is no project manager role in Scrum

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 226**

What is the purpose of the Sprint Review? (Choose three.)

- A. To collaborate with stakeholders
- B. To inspect and adapt
- C. To provide status on the Sprint
- D. To demonstrate what is “Done”

**Correct Answer:** ABD

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 227**

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:**

**QUESTION 228**

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 229**

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**

**Explanation/Reference:**

**QUESTION 230**

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 231**

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 232**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 233

Scrum users must frequently review Scrum artifacts and progress toward a Sprint Goal to detect undesirable variances. Which pillar of Scrum does this represent?

- A. Transparency
- B. Inspection



<https://vceplus.com/> C.

Adaptation

**Correct Answer:** B

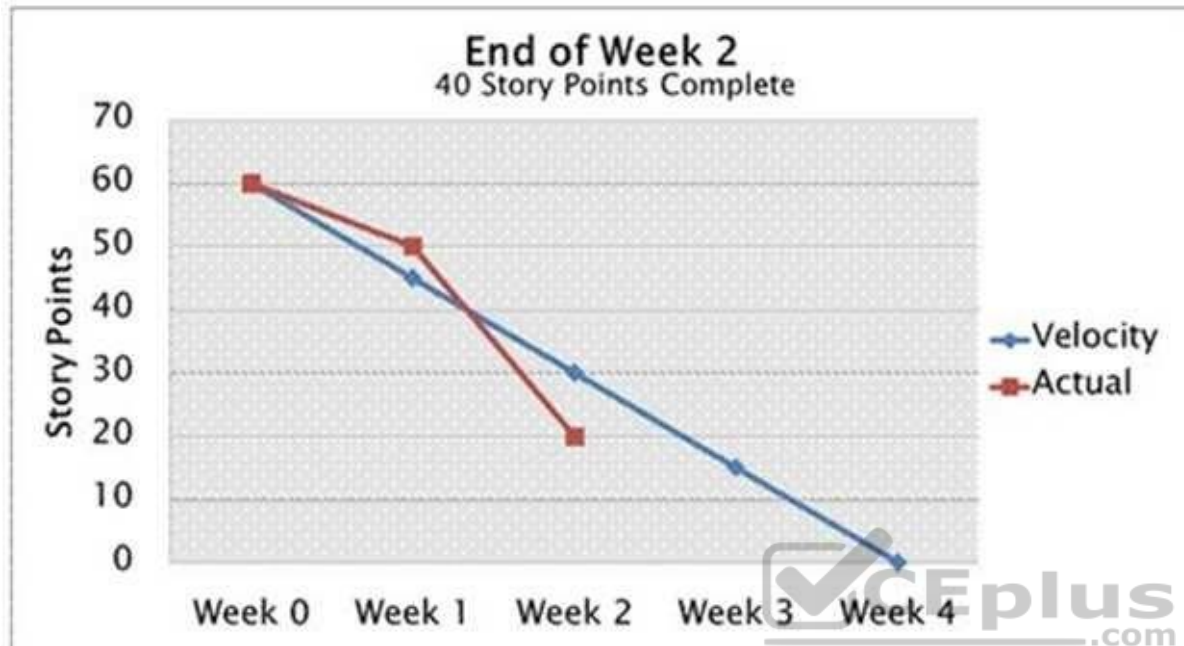
**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 234

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



- A. Ahead of schedule
- B. Behind schedule

**Correct Answer:** A

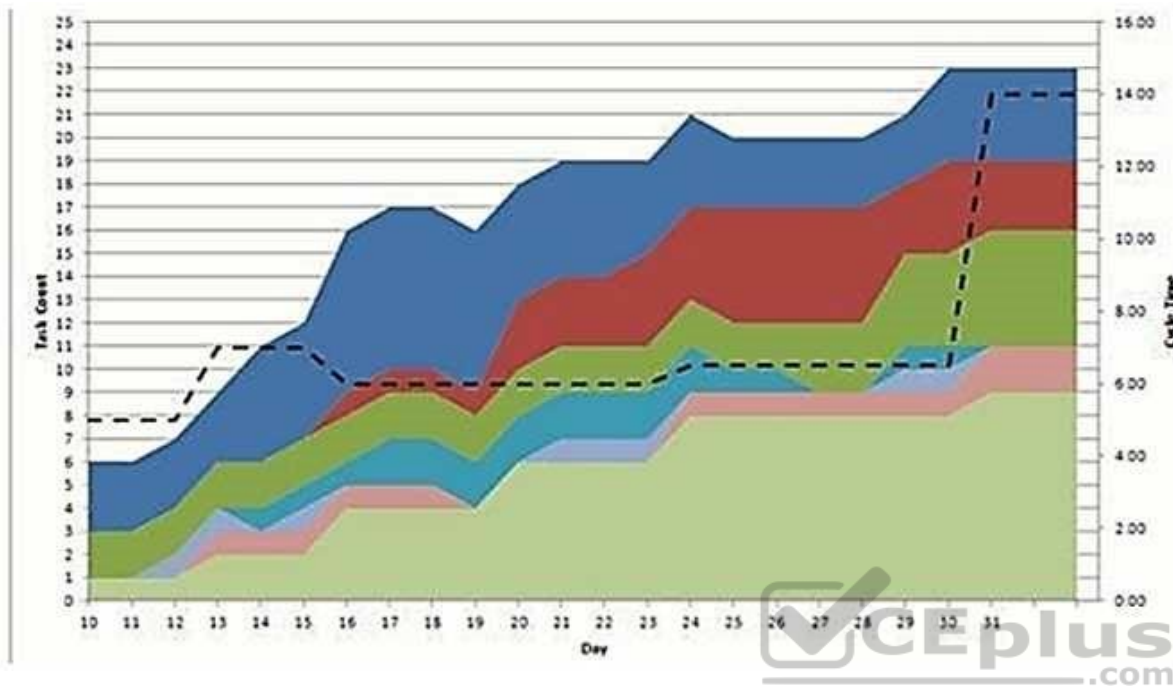
**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 235

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



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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 236

The measure of productivity of a Kanban team is:

- A. Cycle time



- B. Lead Time
- C. Work in Progress
- D. Velocity
- E. Throughput

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 237**

Kanban cards should always be written using User Stories.

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 238**

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 239**

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 240**

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

- A. Subject Matter Expert
- B. Team Member
- C. Scrum Master
- D. Project Manager



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 241**

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 242**

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

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 243**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 244**

Operations and Maintenance staff should not be part of the Agile team.

- A. True

B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 245**

Which of the following is NOT a metric that measures the performance of DevOps in Agile?

- A. Release date adherence percentage
- B. Defects attributable to platform/support requirements
- C. Percentage of NFRs met
- D. Business value realized per release
- E. Percentage increase in the number of releases

**Correct Answer:** D

**Section:** (none)

**Explanation**



**Explanation/Reference:**

#### **QUESTION 246**

The definition of an Epic can be written using the acronym CURB. What does CURB stand for:

- A. Create/Update/Replace/Big
- B. Compound/Unknown/Risky/Basic
- C. Complicated/Unusual/Really/Big
- D. Complex/Unknown/Risky/Big

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 247**

Agile Analysis is a phase in the lifecycle of an Agile project.

- A. False
- B. True

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 248**

Pick the THREE statements that are true about Agile Analysis. (Choose three.)

- A. It is a highly evolutionary and collaborative process
- B. It occurs at the beginning and end of a project
- C. It only includes the project team
- D. It is communication rich
- E. It explores the problem statement



**Correct Answer:** ADE

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 249**

Which of the following is an Agile improvement technique to address issues continuously, e.g. after daily stand-up?

- A. Retrospectives
- B. Verification Sessions
- C. Intraspectives
- D. Futurespectives

**Correct Answer:** C

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 250**

During the iteration planning of a newly onboarded agile team, the product owner adds a set of high priority user stories into the iteration backlog.

What should the team do first to define the tasks needed to implement the user stories?

- A. Self-organize
- B. Assign tasks to each team member
- C. Meet with the customer
- D. Identify the Scrum Master

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Reference: <https://www.scaledagileframework.com/iteration-planning/>

**QUESTION 251**

An organization initiates a pilot project to introduce agile methodology for the successful delivery of projects.

What should the project manager do to share this project's knowledge and learning with wider organizational business groups?

- A. Invite people from across the organization to attend daily stand ups
- B. Invite people from across the organization to attend retrospectives
- C. Invite people from across the organization to attend the release meeting and project retrospectives
- D. Regularly meet with people across the organization to share the project's lessons learned and best practices

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 252**

A project team realizes that an important task on the iteration backlog will take more time than originally estimated.

What should the project team do?

- A. Continue working on the task until it is completed
- B. Remove the task owner from the project team
- C. Add resources to reduce time to task completion
- D. Stop working on the task and include it in the next iteration

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 253**

During a review session, a customer representative is concerned that a story fails to satisfy the scope of work. However, the product owner declares that the scope of work is complete.

What should be done with this story?

- A. Mark it as incomplete and prioritize it for the next sprint
- B. Mark it as complete, since the product owner has the final say
- C. Discard it and create a new story for the remaining scope of work
- D. Mark it as complete, since the team completed the scope of work

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 254**

While struggling to take ownership of delivery, an agile team fails to keep up with its sprint commitments.

What should the agile coach do?

- A. Work with the sponsor to develop team expectations
- B. Provide the customer with a list of deliverables and obtain agreement
- C. Encourage the team to more frequently interact with all stakeholders
- D. Work on finishing upfront product design rather than comprehensive documentation

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 255

Midway through a sprint, a team member discovers that the product design fails to adhere to the organization's enterprise architecture standards. Since this required escalation to the architecture team for further analysis and resolution, the team was unable to deliver its sprint goal and the sprint was cancelled.

What should the team have done to avoid this?

- A. Escalated the issue to management
- B. Ensured the early engagement of key stakeholders
- C. Provided feedback to the architecture team to change the enterprise architecture standards
- D. Raised an exception for non-adherence to the enterprise architecture standards for this product

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 256

A project's first iteration contains item A, and its second iteration contains item B. The first iteration is behind schedule, which will impact the second iteration. Since items A and B are similar, a team member suggests beginning the design of item B.

What should the agile practitioner do?

- A. Defer starting the design of item B until the second iteration is being planned
- B. Proceed with the design of item B, since it will hasten the second iteration



- C. Escalate the issue to the customer, and obtain their approval before starting the design of item B
- D. Log the issue in the risk register, and request change control board (CCB) approval

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 257

An agile team is working on a new product. To ensure that all unknown issues are clarified before committing to the scope, the team plans to work only on spike user stories for the next three sprints.

What should the agile coach do in this situation?

- A. Ensure that the spikes identify the risks early in the project to increase the chances of success
- B. Ensure that the business sponsor accepts the proposal and agrees to fund the additional spike sprints
- C. Recommend that, in the first sprint, user stories with higher priority be executed in addition to the spike
- D. Support the decision, because release planning will be improved, and the product backlog can be better groomed after all spikes are executed

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 258

The product owner of an agile project is frustrated because the team is unable to deliver as many features as expected. The product owner asks the team to reduce test-automation levels, since the quality assurance team will test the product at project completion. The product owner expects that more features will be delivered in each iteration using this approach.

What should the agile practitioner do?

- A. Ask the opinion of key stakeholders and the client to ensure the correct approach is being used
- B. Work with the team to use this approach, and request a quality assurance iteration after every three iterations
- C. Propose to completely eliminate test automation, since this is a quality assurance function
- D. Suggest merging the quality assurance and delivery teams to enhance each iteration's test-automation levels and reduce redundancy

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 259**

A team using Kanban identifies that their cycle time has significant variation. After brainstorming, the team determines that the root cause is the stories' varying sizes and risks.

What should the team do?

- A. Reduce work in progress (WIP) limits to accommodate slack for riskier stories
- B. Create a triage step on the Kanban board to pre-identify risky stories
- C. Set a policy to break down stories larger than a specified complexity, then adjust the WIP
- D. Create a dedicated overflow swimlane on the Kanban board for stories that are too large

**Correct Answer:** C

**Section:** (none)

**Explanation**



**Explanation/Reference:**

#### **QUESTION 260**

A seven-member agile team's composition varies considerably in age, gender, culture, personality type, and professional background.

When planning a team-building event, what type of interpersonal skills should the project leader use?

- A. Networking
- B. Social awareness
- C. Communication
- D. Leadership

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:****QUESTION 261**

Trend analysis shows that velocity is significantly higher than predicted and the release can be completed one month ahead of schedule. The team recommends changing the end date to reflect this.

What should the agile practitioner do?

- A. Jointly meet with the team and product owner to discuss options and determine the end date
- B. Announce that the team has exceeded the predicted velocity, and that the end date will be earlier than planned
- C. Ask the product owner to include additional features in the product backlog, then replan subsequent iterations
- D. Ask the team to decrease velocity to meet contractual obligations and document this decision

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 262**

During a sprint review, the product owner identifies a required improvement for a feature's user interface (UI) delivered during the sprint.

What should the product owner do next?

- A. Create a user story for this new improvement and put it in the product backlog for prioritization and validation by the customer
- B. Create a user story for this new improvement and prioritize it for the next sprint
- C. Document it as a requirement creep
- D. Ask the team to take on additional story points to improve the UI

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 263**

A newly formed scrum team wants to foster an environment of transparency and experimentation. The team decides to use a Kanban board to record and track encountered impediments. Emphasis is placed on how issues are resolved and the strategies for preventing them in the future.

Over time, what will be the result of this approach?

- A. Kaizen
- B. Specific, measurable, assignable, realistic, and time-based (SMART) goals
- C. Key performance indicators (KPIs)
- D. Muda

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Reference: <https://www.digite.com/kanban/what-is-kanban/>

#### QUESTION 264

During a planning session, four out five team members vote to include eight story points in a particular story, while the fifth member votes for five story points.

How should this be handled?

- A. The story should be assigned eight story points as per the majority vote
- B. The story should be added to the backlog and reassessed later
- C. The story should be assigned points after a discussion with the fifth team member to see if a consensus can be reached
- D. The decision for the number of story points should be made by the customer

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 265

When a team member encounters an issue in an agile environment, what should they do?

- A. Limit communication between the team members and the customer to prevent unnecessary anxiety
- B. Manage communication between all team members and the customer to promote effective and transparent collaboration
- C. Manage communication between a few team members and the customer so that they may convey information to other team members
- D. Facilitate one-on-one communication between team members to reduce conflict and inefficiencies

**Correct Answer:** D

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 266**

During sprint planning the product owner wants the team to prioritize and deliver a number of features which have the highest business value. Due to technical dependencies, the team does not agree with the prioritization.

What should the project leader do?

- A. Encourage the product owner and team to reprioritize the features and select ones which can be delivered without any dependencies
- B. Encourage the team to continue with the current plan, do what they can, and carry forward the work not done to the next iteration
- C. Ensure the team captures the technical dependencies as issues within the backlog and prioritize based on value optimization
- D. Ensure that the required subject matter experts (SMEs) are engaged by the product owner to help with backlog prioritization

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**



**QUESTION 267**

A new team member asks what changes could accelerate a change to the project plan.

What should be the proper response?

- A. Competitors joined forces with the team
- B. The customer changed requirements
- C. Project team members obtained additional certifications
- D. Technology which did not interfere with the final product

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 268**

A team member has spent 5 days on a spike and the first set of experiments has not been successful. The issue is the development team member has determined a short-term rather than a long-term solution.

What should the project leader do?

- A. Assign the spike to another resource to continue research for the long-term solution
- B. Re-establish the spike, encourage experimentation and collaborate with the team
- C. Stop experimentation and negotiate the short-term solution with the customer
- D. Schedule a root-cause analysis with the development team on the main issues with the spike

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 269

A product owner asks a newly formed scrum team how many story points will be completed in a sprint.

What should the scrum master do?

- A. Engage the team to determine the sprint velocity based on previous agile projects
- B. Average the sprint velocity based on input from team members
- C. Share the sprint velocity obtained from the sponsor with the team
- D. Run multiple sprints before determining the sprint velocity with the team

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 270

An agile project leader notices that the team's velocity has decreased. In examining data provided by team members, the project leader discovers that one team member has been slow to enter story statuses.

What can happen as a result?

- A. The team will be unable to understand the iteration's status
- B. The team will be unable to judge the project design's validity
- C. The team cannot give accurate updates to management
- D. Team collaboration cannot be measured effectively

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 271**

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**

**Explanation/Reference:**

#### **QUESTION 272**

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 273**

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 274**

A team's technical lead believes that manual testing tasks 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?

- 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 275**

A team is transitioning from a predictive approach to an agile approach. Historically, the team has delivered work products that did not meet customer expectations.

What agile practice can help the team to alleviate this?

- A. Test-driven development (TDD)
- B. Clear definition of done and regular demos
- C. Collaborative team planning games
- D. Consistent team velocity

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**



**QUESTION 276**

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
- 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 277

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

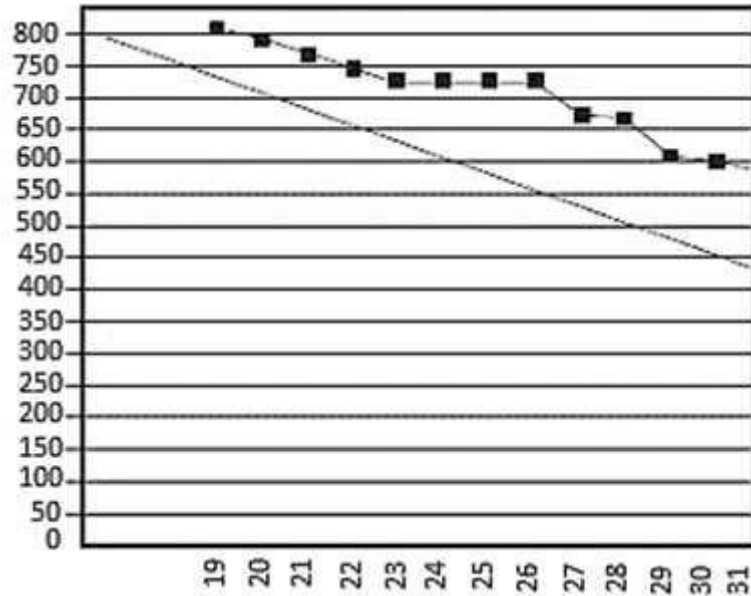
**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 278

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



- A. It trended ahead of schedule and completed everything on time
- B. It took 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 shortened

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 279**

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 280**

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 281**

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?

- 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 282**

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?

- 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 283**

A legal department representative contacts the scrum master because, while the project's budget has been maintained, it has exceeded its original contracted time and scope.

What should the scrum master do?

- A. Meet with the team to gain alignment with the legal department's need to stay within the contracted time and scope
- B. Work with the customer to narrow the scope
- C. Share the project's trajectory with the legal department
- D. Meet with the legal department to help them understand that the customer and the team are satisfied with the time and deliverables

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 284**

A project team meets to estimate user stories for a sprint. While an important non-functional requirement must be delivered in the sprint, the estimate exceeds sprint capacity.

What should the team do?

- A. Estimate only functional requirements that will impact product quality
- B. Add team resources
- C. Refer the issue to the product owner
- D. Break non-functional requirements into those that can be delivered in the given sprint

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 285**

A new agile project manager accepts an assignment to manage a well-established team. Many team members have worked together on this product for several years. During a meeting, the project manager notices that team members offer little vocal interaction, yet all required tasks are completed on time.

What type of behavior does this describe?

- A. Synchronous
- B. Collaborative
- C. Passive-aggressive
- D. Random

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 286**

A team member is stressed due to a heavy workload, while other team members have some slack in their schedules. How should the team lead address this?

- A. Inform management, and suggest that additional resources may be required
- B. Discuss the issue with the team in the daily stand up meetings
- C. Meet personally with the stressed team member to brainstorm ways to better manage their time
- D. Begin tracking the stressed team member's tasks in a separate backlog for additional analysis and reporting

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 287**

A client states that a product is not being built as requested. How should the agile team address this?

- A. Conduct an internal review to validate functionality before shipping
- B. Audit the quality control process to ensure that the product adheres to requirements

- C. Lengthen iterations to ensure there is sufficient time to build functionality
- D. Hold product review sessions with the client to obtain product acceptance

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 288**

An agile coach realizes that a team responsible for a major release is a few months behind schedule. The marketing department is unaware of this delay, and is planning to start the marketing campaign and announce the release.

What should the agile coach do?

- A. Meet with the agile team lead to discuss ways to improve team velocity and get back on track
- B. Use this as a learning opportunity and allow the team to handle the situation when the marketing campaign begins
- C. In the upcoming retrospective, discuss ways to improve sharing project status information
- D. Meet with the marketing stakeholders to explain that the team will miss the planned release date

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 289**

A technical problem arises that will likely impact the stories planned for delivery in the current sprint.

What should the scrum master do?

- A. Consider adding a story to the next sprint to seek resolution
- B. Immediately solve the problem on behalf of the team
- C. Ask the team to collaboratively work out a solution
- D. Engage a technical manager to assist with finding a solution

**Correct Answer:** D

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 290**

An agile team notices that the same problems continue to occur during multiple iterations. Several team members have suggestions to fix the problem.

What is the proper agile approach to handle this?

- A. Hold frequent retrospectives and share the responsibility for making changes
- B. Understand that this is the nature of innovative business and strive to work harder
- C. Collect team member feedback and discuss them privately with the product owner
- D. Conduct a team-building exercise to increase trust among the team members

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**



**QUESTION 291**

Early in a project, stakeholder analysis is performed; however, an organizational restructure redefines key roles.

What should the project team do?

- A. Note the changes to the restructure and roles that affect team activities
- B. Use direct engagement and two-way conversation to update the stakeholder analysis for any new stakeholder requirements
- C. Email a copy of the project vision to those redefined for key roles and ask if they need to be involved in the project
- D. Obtain a copy of the redefined key roles to update the stakeholder analysis

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**



**QUESTION 292**

A company has decided to combine two similar products consisting of multiple teams into one product. Engaged customers want to know how the company is looking at re-organizing its teams.

What strategy should be employed to re-organize the teams?

- A. All the teams from both products should be simultaneously called together and allowed to completely self-manage
- B. Teams that worked on similar components in the separate products should be combined to minimize disruption and capitalize on synergies
- C. After grouping individuals by role, multi-discipline teams should be created that are comprised of one member from each role
- D. Features should be prioritized and then teams should be organized around those priorities

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 293**

During planning for the next iteration, an agile team identifies most of the story points that are expected to be delivered.

How should an agile practitioner work with the team to help identify the iteration's remaining scope?

- A. Convince the team to stop planning and keep the size small
- B. Identify the technically minimal and achievable tasks
- C. Refer to the remaining prioritized backlog items
- D. Select some of the smallest items from the backlog

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 294**

When introducing agile processes to a company, a quality assurance (QA) manager resists and believes that the switch to agile will remove quality controls and documents.

How should the agile practitioner address this concern?

- A. Educate the QA manager that in agile, quality is integrated from the beginning to end of the project
- B. Write backlog items that include QA as part of the description
- C. Ask for the current QA documents and incorporate them into the technical debt backlog
- D. Ask the product owner to write tests and QA controls into the acceptance criteria

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 295

An organization highly values security. However, a team member on a project has found a way to save time and money with less robust security features.

What should the team member do?

- A. Influence the customer
- B. Mention the idea at the next retrospective
- C. Show the customer how much time and money would be saved
- D. Present the idea at the next ceremony attended by stakeholders to obtain their input

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 296

A mature agile team welcomes a new member. Due to poor experiences with a previous team, the new member is reluctant to communicate.

What should the agile project leader do?

- A. Bring up the new member's impediments at the next meeting to demonstrate team support of input
- B. Assure the new member that inputs on impediments are valued, and demonstrate this at the next meeting
- C. Have a senior lead work with the new member to avoid a negative impact on team productivity

D. Privately work with the new member to address any impediments

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 297**

Midway through an iteration, an agile team learns that a team member will be unavailable for the next two iterations.

As a high-performance team, what should the team do?

- A. Raise an impediment that resource tasks will be blocked, and notify the product owner
- B. Ask the delivery manager for a temporary resource
- C. Ask the scrum master to assign that team member's tasks to the next available resource
- D. Assume the team member's tasks to meet iteration goals, and notify the product owner

**Correct Answer:** C

**Section:** (none)

**Explanation**



**Explanation/Reference:**

#### **QUESTION 298**

More details for a story are required before the upcoming sprint planning meeting.

What should the scrum master do?

- A. Email the product owner requesting detailed story specifications and wait for a response
- B. Gather the details from the team members before sprint planning
- C. Schedule a story grooming session with the product owner before sprint planning
- D. Conduct a planning poker session with the team

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 299**

The scrum master for a large project must provide an estimate of what can be delivered in six months.

What should the scrum master do?

- A. Commit to a specific feature set for delivery
- B. Explain that a commitment will be provided after planning
- C. Have the team estimate in story points to commit to a specific set of features
- D. Use the team's historical velocity to calculate a range of features that can be delivered

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 300**

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

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 301**

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 user 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**

**Explanation/Reference:**

#### QUESTION 302

Two similar stories, A and B, are estimated at 3 story points. Story C, is estimated at 8 points. After an iteration in which A and C were completed, it is found that story A took much longer than story C.

What should the agile practitioner do?

- A. Assign story B more than 8 story points so to provide a better estimate
- B. Add points to story B's iteration to account for the error but keep story B at 3 points
- C. Assign more resources to story B to bring it in line with the estimate
- D. Reestimate all stories including values for A, B and C

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 303

During a current sprint, a team member asks permission from the scrum master to investigate an alternative design approach.

What should the scrum master do?

- A. Discourage the team member from deviating from the plan and document the request during the retrospective

- B. Encourage the team member to research the issue and present the findings during the retrospective
- C. Discourage the team member from using experimentation/spikes unless it is fully developed and accounts for a variety of use cases
- D. Encourage the team member to use experimentation/spikes for continuous improvement and help the team understand why it is important

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 304**

A customer and a product delivery team meet to discuss a product's attributes, goals, expectations, hypothesis, and high-level needs.

What is a benefit of this meeting?

- A. The team will learn how its contribution will create product value
- B. It will enable team acceptance of client priorities
- C. It will enable the team to see the entire project in one glance
- D. It will enable the team to ask any questions to the customer upfront

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 305**

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:****QUESTION 306**

The agile team disagrees with the business stakeholders on completing some epics.

What could help eliminate misunderstandings?

- A. Agree on requirements with all stakeholders
- B. Begin planning every four iterations
- C. Consider previous sprint demo feedback when planning the next sprint
- D. Include the reasons for the project in the contract

**Correct Answer:** C

**Section:** (none)

**Explanation****Explanation/Reference:****QUESTION 307**

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.

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 308**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 309

How should an agile project leader interact with the product owner?

- A. Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap
- B. Ensure that they attend regular sprint meetings to provide product-feature feedback
- C. Share any new versions of the project plan with them, including updated statuses for tasks and project milestones
- D. Schedule meetings where they can provide team direction regarding new-feature priorities and upcoming sprints

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 310

A company is moving into a new space and is determining the best configuration for offices. The management team is also considering moving to an agile process.

What advice should an agilist give?

- A. Arrange the office space to allow co-location of development teams and centrally located information radiators
- B. Isolate each development team to reduce all outside distractions
- C. Ensure management understands the need for isolation to allow for concentration



D. Define the agile method the company will be using, and implement the office configuration based upon that method

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 311

During planning sessions, an agile practitioner notices that some team members do not share common ideas.

What should the agile practitioner do?

- A. Ask the team if they would like to adopt alternative techniques
- B. Create a team norms document to set participation guidelines
- C. Ask the scrum master to resolve the issue at the stand up meeting
- D. Capture feedback during lessons learned at the end of the iteration

**Correct Answer:** C

**Section:** (none)

**Explanation**



**Explanation/Reference:**

### QUESTION 312

A product owner concludes that the majority of a project's value can be delivered by completing only the first half of the prioritized backlog.

What should the product owner do next?

- A. Remove the second half of the backlog, and communicate their decision in the next backlog grooming meeting
- B. Reprioritize backlog items to future iterations
- C. Work with the team to deploy the first half of the backlog to ensure that value is realized
- D. Meet with project stakeholders to review the backlog and determine if the scope should be adjusted

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 313**

A project team identifies a number of technical challenges with features in the next sprint.

What should they do?

- A. Request direction from the technical manager
- B. Encourage the product owner to reallocate the features to another sprint
- C. Determine who is best qualified to address the challenges
- D. Ask the product owner to assign the tasks to the most appropriately skilled resources

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 314**

An agile team is planning the next iteration for a product release that has accumulated technical debt.

What should the team do?

- A. Add code cleanup activities to the product backlog and request prioritization by the product owner
- B. Add code cleanup activities to the next iteration and request clarification from the product owner
- C. Add code cleanup activities to the next iteration and ask the product owner to end the current iteration
- D. Add code cleanup activities to the next release backlog and request documentation from the product owner

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 315**

A product owner complains that some of the requirements identified several iterations ago have not been implemented. The product owner wants to know why the status of these requirements was not communicated.

What should the Scrum Master do?

- A. Point out that the team chose to work on other requirements to speed up the project
- B. Ensure that the product owner reviews the contents of the information radiator
- C. Ensure that the next sprint planning meeting reviews the satisfaction histogram
- D. Point out that it is the responsibility of the product owner to clarify requirements

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 316

What should an agile practitioner do to ensure that the end product meets business requirements?

- A. Invite the team to iteration review meetings
- B. Obtain agreement from the product owner on business requirements
- C. Request that regular reports are sent to stakeholders
- D. Confirm managers and stakeholders are invited to product review meetings

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 317

An agile team is preparing a release plan for a project.

What information will the team need to complete this plan?

- A. Amount of work needed to complete a single user story
- B. Amount of work that can be accomplished by each team member
- C. Amount of work that can be accomplished in an iteration
- D. Amount of work that can be accomplished by the entire team

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 318**

When prioritizing features to be delivered in an iteration, on what features should an agile team defer work?

- A. High-risk and high-value
- B. High-risk and low-value
- C. Low-risk and low-value
- D. Low-risk and high-value

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 319**

Toward the end of a project, the product owner discovers that the project has a high probability of failure due to a critical feature not functioning as expected.

What should the product owner do?

- A. Terminate the project to cut losses
- B. Review possible options and make an informed decision to cut losses based on delivered business value
- C. Bring in experts to increase the probability of success
- D. Continue the project, release the product without the failing feature, and fix the feature in a subsequent release

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 320**

Midway through a sprint, a scrum team member advises the team of a new requirement that may change the initial scope.

What should the team do?

- A. Work on requirements that the product owner may have overlooked
- B. Record the scope creep in the change management log
- C. Add the new requirement to the product backlog
- D. Ask the scrum master to secure additional time and resources

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 321**

How can an agile practitioner ensure that all key stakeholders are properly engaged in planning?

- A. Collect stakeholder requirements
- B. Conduct an iteration planning meeting
- C. Communicate product backlog items to the stakeholders
- D. Facilitate a product development roadmap workshop

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 322**

Midway through a project, the product owner learns from the sponsor that a major component, which is already 20 percent complete, is unimportant to users. The component was part of the approved scope and a key selling point for the project.

What should the product owner do next?

- A. Obtain approval from the change control board to discontinue the component

- B. Ask the team to continue developing the component
- C. Ask the team to discontinue developing the component
- D. Request the sponsor's formal approval to discontinue the component

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 323

A member of the development team is working on a prioritized non-functional requirement involving integrating with a 3<sup>rd</sup> party system. This integration has not been done before on the project.

What should the project leader suggest?

- A. Develop and document a detailed architectural design, peer review with the development team, and implement/test
- B. Develop the functional requirements of the solution first before any non-functional requirement, as they provide more customer value
- C. Discuss the integration requirement with the product owner and negotiate it to be lower on the backlog to focus on the minimal marketable feature
- D. Develop and test the implementation approach and demonstrate it at the next sprint review to collect feedback

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 324

During a sprint, the team encounters a technical problem that becomes an impediment to completing two stories.

What should the scrum master do?

- A. Ask the lead developer to identify a solution, and then share the details with the team
- B. Ask a technical manager or architect to determine a solution to the problem
- C. Work with the product owner to add a spike to the next sprint to identify a solution
- D. Create a collaborative team environment so that the team can explore a solution together

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**



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