

PMI-ACP

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PMI-ACP



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Exam A

QUESTION 1

What key benefits might stakeholders realize from an Agile approach?

- A. The ability to bypass the change-management process, inserting new requirements and changes directly into the team as they meet daily
- B. The early and continuous delivery of valuable software, providing increased visibility and the opportunity for more frequent adjustments
- C. Increased access to the project and less reliance on formal reports and status meetings to better understand the current work and the risks the team is accepting
- D. The team's flexibility to make changes mid-iteration as business needs or priorities change, increasing the ability of the team to meet project commitments

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 2

A story point is the:

- 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 3

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 4

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 5

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 6

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 7

Which is the best option to improve project velocity?

- A. Shield programmers from interruptions
- B. Minimize customer involvement
- C. Shorten the iteration length
- D. Increase project team size



Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 8

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 9

Continuous integration ensures that a product is:

- A. Ready to ship when all features are complete.
- B. Delivered for testing at the end of each day.
- C. Technologically ready to deploy at any time.
- D. Deployed after final business approvals.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 10

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 11

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 12

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 13

The ScrumMaster and the Product Owner disagree on the value of a Product Backlog item. In order to resolve the disagreement, the first step the ScrumMaster should take is to ask:

- A. The Product Owner to clarify the requirement.
- B. The business owner to resolve the problem.
- C. The business analyst to research the product value.
- D. Another project manager how to resolve the problem.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 14

Project managers use velocity to determine:

- A. If the team is committing to an appropriate amount of work for the iteration.
- B. How much work each team member is capable of completing during an iteration.
- C. How much work teams that are similar in size are capable of completing during an iteration.
- D. If the Product Owner is prioritizing work appropriately in preparation for iteration planning.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 15

The most powerful capability of Scrum teams is that they:

- A. Work in timeboxed sprints.
- B. Are self-organized and empowered.
- C. Work from a prioritized backlog.
- D. Value individuals and interactions.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 16

Which type of story would be used when an estimate is not available due to lack of knowledge of the technology required to implement the story?

- A. Defect
- B. Slack
- C. Spike
- D. Nonfunctional

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 17

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 18

Which best describes the attributes of the INVEST criteria in a user story?

- A. Incremental, Net, Variation, Exceed, Scope, and Training
- B. Interdependent, Nonfunctional, Value, Exploratory, Sprint, and Timebox
- C. Innovation, Nested, Vision, Estimating, Scalable, and Team
- D. Independent, Negotiable, Valuable, Estimable, Small, and Testable

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 19

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 20

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 21

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 22

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

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



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 23

Agile project development processes typically:

- A. Encapsulate analysis, design, code, and test within an iteration.
- B. Document each business process individually and in detail.
- C. Use a Gantt chart with well-defined activities, responsibilities, and time frames.
- D. Map the iteration backlog to a Work Breakdown Structure (WBS).

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 24

Acceptance tests of user stories are specified by the:

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 25

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 26

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 27

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 28

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 29

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 30

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 31

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

- A. At the beginning of the iteration.

- B. Every day.
- C. In sequence.
- D. Without documentation.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 32

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 33

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 34

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 35

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

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



Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 36

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 37

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

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



Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 38

In the Lean process, the focus is on:

- A. Managing team efficiency.
- B. Optimizing completed work across the process stream.
- C. Using the optimal resources.
- D. Cross training the team to eliminate bottlenecks.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 39

What is the common communication bridge between the team and the Product Owner?

- A. Burndown chart
- B. Product Backlog
- C. Scrum team meeting
- D. Sprint release plan

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 40

Which of the following best describes a core belief of Agile?

- A. The best customer feedback comes near the end of the project when there is working software to review.
- B. Project status can be gauged by frequently reviewing completed milestones as reflected in the plan.
- C. Working solutions are the most accurate way of seeing the progress of the effort.
- D. Unique skill sets are harnessed when team members play different roles on a project.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 41

Test-Driven Development (TDD) is a rapid cycle of:

- A. Requirements, coding, and testing.
- B. Testing, coding, and refactoring.
- C. Testing, refactoring, and validation.
- D. Requirements, coding, and refactoring.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 42

A business analyst has identified a new risk in an Agile project. What is the best first step the business analyst should take regarding this risk?

- A. Call a meeting with the project manager and senior management to determine how the risk will be managed.
- B. Email the project manager and add it to the risk register so that it is discussed during the next daily standup.
- C. Add the risk in a clearly visible location and ensure it is discussed after the next daily stand up.
- D. Call an immediate meeting with all team members to discuss the newly identified risk.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 43

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 44

A development team has finished identifying the tasks they will be accountable for during the next sprint. Which of the following tools best provides transparency into the progress throughout the sprint?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 45

Who is responsible for making sure that each user story is associated with at least one user role or persona?

- A. User
- B. Developer
- C. Customer
- D. Persona

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 46

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 47

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 48

Risk exposure is the:

- A. Funds set aside to contain the risk.
- B. Probability a risk will occur.
- C. Amount of money the risk will cost if it occurs.
- D. Amount of damage to the project if the risk occurs.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 49

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 50

What are three processes used to begin an Agile project?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 51

eXtreme Programming (XP) teams strive to avoid:

- A. Incremental design and architecture.
- B. Pair programming.

- C. Manual regression testing.
- D. Test-Driven Development (TDD).

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 52

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 53

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 54

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 55

A ScrumMaster:

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



Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 56

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 57

How is the participatory design process characterized?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 58

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 59

On a team new to Scrum, two team members are disrupting the daily standup with a side conversation. The ScrumMaster should:

- A. wait until the standup is over and then talk to the disruptive team members.
- B. immediately intervene to remedy the disruptive situation.
- C. record the issue and then raise the issue at the Sprint Retrospective.
- D. wait for the empowered, self-organizing team to resolve the issue.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 60

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 61

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 62

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 63

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 64

What is used to provide a simple medium for gathering basic information about stories, recording high-level requirements, developing work estimates, and defining acceptance tests?

- A. Story card
- B. Burndown chart
- C. Retrospective

D. Storyboard

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 65

A high-performance Agile team:

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 66

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 67

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 68

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 69

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 70

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 71

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 72

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 73

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 74

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 75

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 76

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 77

Which of the seven principles of software development is best intended to solve the problem of inventories causing hidden errors in the process?

- A. Fast-Flexible-Flow
- B. Optimize the Whole
- C. Deliver Early and Often
- D. Eliminate Waste

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 78

What do project reports show during the Sprint review meeting?

- A. Estimates compared to the baseline
- B. Actual results to the plan
- C. Return on investment (ROI)
- D. Earned value measurement (EVM)

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 79

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 80

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 81

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 82

During iteration planning, the team is discussing the design for a user story. A team member states that a design document should be started since the system is complex in nature. Another team member responds that in Agile there is no documentation. How should the ScrumMaster respond?

- A. Agree that documentation should be avoided, since it slows the progress of the team.

- B. Explain that interactions are valued over documentation, but documentation is not forbidden.
- C. Ask the manager if the technical processes mandate that designs be documented.
- D. Ask the Product Owner if it is acceptable for the resources to spend time on documentation.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 83

For a caves and common room arrangement, the most appropriate prerequisite is that the people in the room must be working on:

- A. Whatever they choose.
- B. Individual projects.
- C. The same set of multiple projects,
- D. The same project.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 84

Which of the following is NOT a principle of the Agile Manifesto?

- A. Working software is delivered frequently
- B. Close, daily co-operation between business people and developers
- C. Daily team meetings to review progress and address impediments
- D. Projects built around motivated individuals, who should be trusted

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 85

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 86

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 87

Which is NOT a role on an XP team?

- A. Coach
- B. Customer



- C. Product Owner
- D. Programmer

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 88

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 89

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

- A. Simple Design
- B. Coding standards
- C. Mange WIP
- D. Sustainable Pace
- E. Eliminate Waste

Correct Answer: ABD

Section: (none)

Explanation

Explanation/Reference:

QUESTION 90

What is the role of the XP Coach?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 91

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 92

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 93

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 94

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 95

What is the reason to develop personas as part of User Story creation?

- A. When the conversation is centered on the high-level flow of a process
- B. When trying to better understand stakeholder demographics and general needs
- C. When trying to capture the high-level objective of a specific requirement
- D. When communicating what features will be included in the next release

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 96

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

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



Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 97

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 98

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 99

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 100

Self-organizing teams are characterized by their ability to:

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 101

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 102

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 103

Who typically has the best insight into task execution?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 104

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 105

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 106

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 107

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 108

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 109

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



QUESTION 110

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 111

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 112

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 113

What is the purpose of practicing asking the "5 Why's"?

- A. To determine the scope of the Sprint
- B. To determine the root cause of an issue



- C. To determine the end result
- D. To determine the prioritized backlog

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 114

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 115

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 116

This Agile methodology focuses on efficiency and habitability as components of project safety.

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 117

A time-boxed period to research a concept and/or create a simple prototype is called a(an):

- A. Sprint
- B. Iteration
- C. Spike
- D. Retrospective

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 118

This approach includes a visual process management system and an approach to incremental, evolutionary process changes for organizations.

- A. Kanban
- B. Scrum
- C. Extreme programming
- D. Agile Unified Process

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 119

Which following statement is the least accurate regarding the Burndown chart?

- A. It is calculated using hours or points
- B. It is updated by the development team daily
- C. It provides insight into the quality of the product
- D. It reflects work remaining

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:



QUESTION 120

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 121

All of the following are among the seven principles of the Lean approach with the exception of:

- A. Amplified learning
- B. Decide as late as possible
- C. Build integrity in
- D. Maximize the work performed

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 122

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 123

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 124

The best architectures, requirements, and designs emerge from:

- A. Hand-picked teams
- B. Co-located teams
- C. Self-organizing teams
- D. Cross-functional teams

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 125

The Sprint retrospective:

- A. Is intended to promote continuous process improvements
- B. Is held at the end of each release
- C. Is conducted to provide the sponsor with key information on team progress
- D. Is optional

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 126

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 127

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 128

At the end of first iteration, the team finishes User Stories A, Band 50% of C. What is the team velocity?

The story sizes were:

Story A = 8 Points

Story B = 1 Points

Story C = 5 Points

Story D = 3 Points

- A. 11.5
- B. 9
- C. 14
- D. 16

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 129

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 130

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 131

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 132

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 133

The Agile artifact that describes the incremental nature of how a product will be built and delivered over time, along with the important factors that drive each individual release is called:

- A. Product Vision Statement
- B. Product Wireframe
- C. Product Roadmap
- D. Product Theme

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 134

Suppose you are performing integrated testing on each of the different product increments developed during an iteration to ensure that the increments work together as a whole. What type of iteration is this?

- A. Hybrid Iteration
- B. Hardening Iteration
- C. Heuristic Iteration
- D. Handoff Iteration

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 135

Which of the following is an Agile practice promoted by XP that is often used in conjunction with other Agile methods?

- A. Dynamic Systems Development Method (DSDM)
- B. Feature Driven Development (FDD)
- C. Adaptive Software Development (ASD)
- D. Test Driven Development (TDD)

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 136

All of the following are metrics used in Agile except:

- A. Real Time
- B. Velocity
- C. Escaped defects
- D. Cycle time

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 137

Alistair Cockburn created the Crystal Family of Agile Methods, all of whose names contain colors of quartz crystals taken from geology.

What two characteristics of an Agile project are used to determine the color of the Crystal method?

- A. Size and complexity
- B. Duration and complexity
- C. Size and criticality
- D. Duration and criticality

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 138

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 139

Which of the following is NOT recognized as a “unit” that can be used for estimating the size of the requirements on your Agile project?

- A. Real time
- B. Relative size
- C. Ideal time
- D. Ideal size



Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 140

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 141

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 142

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 143

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 144

Which of the following is NOT an Extreme Programming Practice?

- A. Pair Programming
- B. Planning Game
- C. Test Driven Development
- D. Extreme Persona



Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 145

Technical debt is the total amount of less-than perfect _____ in your project.

- A. Defects
- B. Design and implementation decisions
- C. Code commenting
- D. Code Sharing

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 146

_____ 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 147

Which type of estimation refers to splitting a story into smaller and easier to manage pieces?

- A. Expert opinion
- B. Analogy
- C. Disaggregation
- D. Bottom up

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 148

The _____ the technical debt means the _____ the intrinsic quality?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 149

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

- A. Swarming
- B. Norming
- C. Performing
- D. Collaborating

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 150

The acronym for a good product backlog is DEEP. What does it stand for?

- A. Detailed appropriately, Emergent, Estimated, and Practical
- B. Detailed appropriately, Emergent, Estimated, and Prioritized
- C. Descriptive, Emergent, Estimated, and Prioritized
- D. Detailed appropriately, Exact, Estimated, and Prioritized

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



QUESTION 151

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 152

Who is responsible for change management in Scrum projects?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 153

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 154

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 155

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 156

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

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

Correct Answer: AC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 157

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 158

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

- A. Inspiring staff
- B. Managing conflict
- C. Facilitating meetings
- D. Ensuring effective communication

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 159

What are the 5 values of Agile Modeling?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 160

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 161

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 162

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 163

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 164

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 165

Prioritize from high to low the sequence of User Story development.

- A. Lower-value, low-risk
- B. High-value, low-risk
- C. High-value, high-risk stories
- D. Low-value, high-risk

Correct Answer: ABCD

Section: (none)

Explanation

Explanation/Reference:

Explanation:

C, B, A, D (in that order)

QUESTION 166

The number of days needed between feature specification and production delivery is called:

- A. Cycle time
- B. Real time
- C. Ideal time

D. Calendar time

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 167

The way that we calculate the number of years it takes to break even from undertaking a project which also takes into account the time value of money is the:

- A. Pay-back period
- B. Discounted pay-back period
- C. NPV
- D. Cumulative cash flow

Correct Answer: B

Section: (none)

Explanation



Explanation/Reference:

QUESTION 168

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 169

Emotional intelligence includes all of the following except:

- A. Self-awareness
- B. Motivation
- C. Commitment
- D. Influence
- E. Intuitiveness
- F. Conscientiousness

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 170

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 171

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 172

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 173

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 174

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 175

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 176

Which of the following is NOT a reason to use a Feature Breakdown Structure (FBS) instead of a Work Breakdown Structure (WBS)?

- A. It allows communication between the customer and the development team in terms both can understand.
- B. It allows you to baseline your project plan due to absence of change.
- C. It allows tracking of work against the actual business value produced.
- D. It allows the customer to prioritize the team's work based on business value.

Correct Answer: B

Section: (none)

Explanation



Explanation/Reference:

QUESTION 177

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 178

80% of the value comes from 20% of the work. Which law is this referring to?

- A. Parkinson's Law
- B. Moore's Law
- C. Pareto's Law
- D. Jevon's Paradox

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 179

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 180

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 181

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 182

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 183

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 184

Personas are used in Agile requirements to depict which type of user?

- A. Real users
- B. Fictitious users
- C. Super users
- D. Beta testers

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 185

Product roadmaps are more accurate the closer we get to an actual release.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 186

Refactoring is a key way of preventing technical debt.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 187

Which Agile estimation technique is based upon relative sizing?

- A. Ideal time
- B. Bottom up
- C. Story points
- D. Little's Law

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 188

What kind of User Story is written to provide an opportunity to research a solution in order to provide an estimate?

- A. Sprint Story
- B. Persona Story
- C. Spike Story
- D. Needle Story

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 189

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

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

Correct Answer: C

Section: (none)

Explanation



Explanation/Reference:

QUESTION 190

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 191

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 192

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 193

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



QUESTION 194

On a risk map or a risk heat map, the vertical and horizontal axes represent:

- A. Effort and Impact
- B. Probability and Impact
- C. Probability and Exposure
- D. Impact and Exposure

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 195

The Project Leader's primary responsibilities are to "move boulders and carry water". What is this an example of?

- A. Servant leadership
- B. Leadership by example
- C. Command and control leadership
- D. The leadership metaphor



Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 196

In XP, what is the practice of creating a story about a future system that everyone – customers, programmers, and managers – can tell about how the system works?

- A. Extreme persona
- B. Wireframe
- C. System metaphor
- D. Simple design

Explanation/Reference:

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 197

What Agile requirements management approach displays a roadmap using the following approach?

The horizontal axis shows a high level overview of the system under development and the value it adds to the users.

The vertical axis organizes detailed stories into releases according to importance, priority, etc.

- A. Release Planning Matrix
- B. User Story Map
- C. Agile Requirements Map
- D. User Story Burndown Map

Correct Answer: B

Section: (none)

Explanation



Explanation/Reference:

QUESTION 198

Which XP practice promotes the restriction on overtime?

- A. Sustainable Pace
- B. Pair Programming
- C. Servant Leadership
- D. Small Releases

Correct Answer: A

Section: (none)

Explanation

QUESTION 199

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 200

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 201

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:

Explanation/Reference:

QUESTION 202

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 203

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

QUESTION 204

Which of the following is not an Agile methodology?

- A. Scrum
- B. Feature Driven Development (FDD)
- C. Extreme Programming (XP)

- D. Dynamic Systems Development Method (DSDM)
- E. Program Evaluation Review Technique (PERT)
- F. Crystal Clear
- G. Rational Unified Process (RUP)H. Agile Unified Process (AgileUP)

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 205

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 206

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

Explanation/Reference:

Section: (none)

Explanation

Explanation/Reference:

QUESTION 207

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 208

Question: Which of the following BEST describes ROTI?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 209

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 210

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 211

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 212

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 213

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 214

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 215

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 216

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 217

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 218

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 219

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 220

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 221

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 222

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 223

When does Inspection occur?

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



Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 224

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

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 225

Who is responsible for maximizing the value of the product?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



QUESTION 226

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 227

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 228

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

A. True

B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 229

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 230

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 231

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 232

The Scrum Team and Development Team are the same thing.

A. True

B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 233

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 234

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 235

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 236

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 237

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 238

The Product Backlog is baselined at the start of the project and not changed for at least three Sprints.

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 239

Which item is NOT an attribute of the Product Backlog?

- A. Description
- B. Order
- C. Estimate
- D. Value
- E. Owner

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 240

Backlog Grooming and Backlog Refinement are the same thing.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 241

Which of the following 2 statements are TRUE about Product Refinement? (Choose two.)

- A. Should take no more than 10% of the Development Team's time
- B. The Scrum Master facilitates these sessions
- C. Multiple Scrum Teams may participate in this process
- D. The Product Owner is responsible for all estimates

Correct Answer: AC

Section: (none)

Explanation

Explanation/Reference:

QUESTION 242

Who can change the Sprint Backlog during a 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 243

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

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 244

Scrum is a container for other techniques and methodologies.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 245

There must be a release every Sprint.

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 246

When is a Sprint finished?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 247

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

- A. Customer



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

Correct Answer: CDF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 248

How long is a Sprint Review?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 249

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 250

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 251

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 252

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 253

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 254

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 255

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 256

Scrum is a software development methodology.

- A. True
- B. False



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 257

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 258

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 259

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 260

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

- A. The Development Team
- B. Senior Management

- C. The Product Owner
- D. The Customer

Correct Answer: AB

Section: (none)

Explanation

Explanation/Reference:

QUESTION 261

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 262

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 263

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 264

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
- C. Adaptation



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 265

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

- A. Linear
- B. Adaptive
- C. Incremental
- D. Iterative

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 266

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 267

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

Scoping
Planning
Launching
Monitoring & Controlling
Closing

- A. True
- B. False

Correct Answer: A

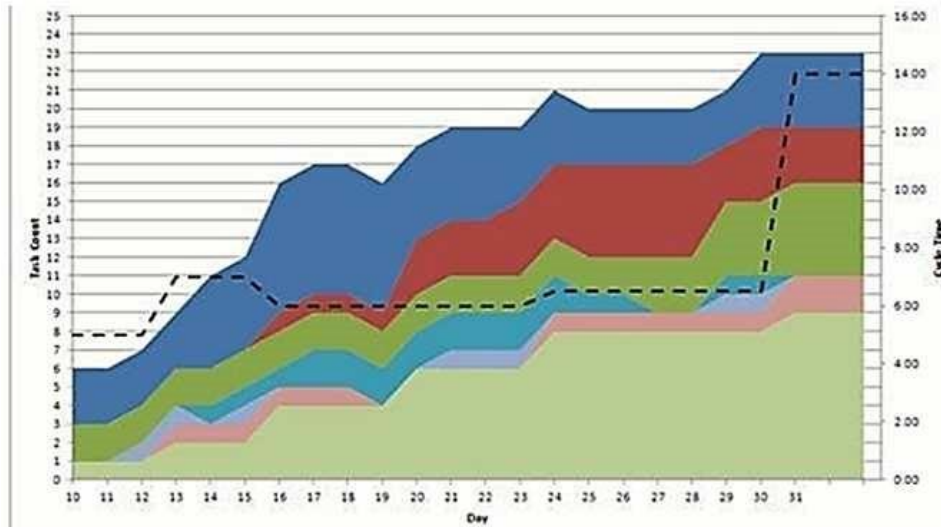
Section: (none)

Explanation

Explanation/Reference:

QUESTION 268

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 269

Pick the 3 common Kanban Katas. (Choose three.)

- A. Daily Standup Meeting
- B. Iteration Demo
- C. Improvement Kata
- D. Sprint Restrospective

- E. Weekly Status
- F. Operations Review

Correct Answer: ACF

Section: (none)

Explanation

Explanation/Reference:

QUESTION 270

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

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



QUESTION 271

Which of the following frameworks has the following practices?

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

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 272

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 273

"Fail Sooner" is a benefit of Incremental Development.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 274

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 275

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 276

Which of the following is NOT a KPI (key performance indicator) of Agile?

- A. Actual Stories Completed vs. Committed Stories
- B. Quality Delivered to Customers
- C. Team Enthusiasm
- D. Team Attendance
- E. Team Velocity
- F. Technical Debt Management

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 277

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 278

What is the Japanese business philosophy focused on making constant improvements?

- A. Shu-Ha-Ri
- B. Sashimi
- C. Aikido
- D. Kaizen

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 279

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 280

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 281

A product owner for two highly visible projects spends a great deal of time meeting with and reporting to senior stakeholders. The product owner is overwhelmed because both project teams request clarification on the requirements and the overall priorities.

What should the agile project manager do?

- A. Provide both project teams with the highest priority needs
- B. Request the project teams' questions in writing prior to the next meeting
- C. Facilitate a meeting with each team and the product owner to find a solution
- D. Provide both teams with each project's documentation

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 282

On an agile project, some of the development team is struggling to understand how the tasks and user stories fit into the overall product.

How should this be addressed?

- A. Review the iteration goals and have the team each describe the work to create shared understanding
- B. Create a story map for the minimal viable product (MVP) functionality
- C. Capture this as a task in the retrospective and ensure there is more detail provided at the next planning session
- D. Have the product owner explain the product vision and review the release plan with the team

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 283

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 284

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 285

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 286

A product owner feels that the last sprint failed to sufficiently deliver what was valuable to their organization's overall project goals.

What should the scrum master mention at the next retrospective?

- A. Solutions to project problems that were built into the last sprint
- B. Problems that arose
- C. Solutions that saved the organization the most time and money
- D. Problems that were solved

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Reference: <https://www.greycampus.com/opencampus/agile-certified-practitioner/sprint-plan-meeting>

QUESTION 287

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 288

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 289

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 290

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 291

During product development, changes in technology and regulations require the team to reassess product architecture.

How should this technical debt be captured?

- A. Include it in the product backlog and use a new indicator to annotate that it is technical debt
- B. Include it in the product backlog as a low-priority issue
- C. Since it is not a part of agile methodologies, it should not be tracked
- D. Have team members maintain personal lists of issues and consolidate the lists during review

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 292

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 293

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

What was the determining factor?

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 294

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 295

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

What should the agile team do?

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 296

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 297

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 298

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 299

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

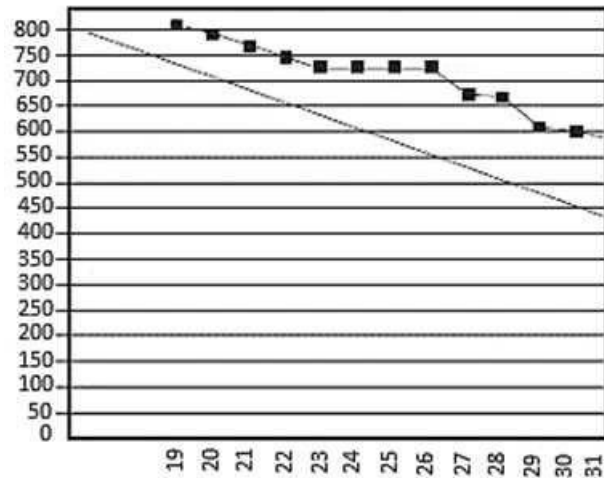
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Explanation

Explanation/Reference:

QUESTION 300

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 301

What role should a servant leader perform to reduce team distractions and improve progress toward project goals?

- A. Managing: To ensure compliance with the project plan
- B. Mentoring: To share their knowledge with the team
- C. Controlling: To ensure compliance with the scope, budget, and schedule
- D. Auditing: To ensure adherence to organizational compliance policies

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Reference: <https://www.projectmanager.com/blog/manage-servant-leadership>

QUESTION 302

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 303

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 304

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 305

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

What should the team do?

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 306

An agile practitioner wants to communicate the effect of technical debt on the project.

What should the practitioner do?

- A. Post and discuss rises in the burn down chart
- B. Adjust story points to account for technical debt

- C. Log technical debt as an impediment
- D. Add refactoring tasks to all stories

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 307

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 308

The risk profile of a project has increased beyond the upper threshold of tolerance. The product owner and project leader meet to discuss an approach for dealing with this.

What should the team do next?

- A. Add risk mitigation tasks to the backlog, then prioritize in current and upcoming sprints
- B. Add risk mitigation time to each requirement
- C. Apply the 80/20 rule, reserving 20 percent of each sprint's capacity for risk mitigation
- D. Hold all risks until they become issues, then add issue resolution tasks to the product backlog

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 309

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 310

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 311

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 312

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 313

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 314

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 315

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 316

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 317

Senior management is frustrated at the lack of a detailed implementation plan that shows exactly when the project will end and when all requirements will be met. The team has been using a rolling wave planning approach so far on the project.

How should the agile practitioner explain to senior management the benefits of this approach?

- A. It ensures a consistent level of details is available in the project schedule
- B. It prevents a wasteful buildup of requirements inventory that may never be processed
- C. It provides a concrete definition of project scope, cost and duration
- D. It allows the team to lock down the stories to be included in a release

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 318

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 319

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 320

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 321

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

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

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



Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 322

An agile practitioner wants to ensure that stakeholders have current information about a project's progress. What should the agile practitioner do?

- A. Regularly circulate an updated, detailed version of the project plan
- B. Frequently update the online project management office (PMO) repository site
- C. Invite the stakeholders to daily stand ups
- D. Post a project board in an area where all can view it

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 323

Prior to a retrospective, discussions among team members indicate conflict. An agile practitioner wants to ensure an open and safe environment during the retrospective.

What should the agile practitioner do?

- A. Review established ground rules with the team
- B. Ask team members specific questions to identify the cause
- C. Encourage the team to continue working to maintain the iteration's schedule
- D. Meet with the product owner and stakeholders to discuss the issue

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



QUESTION 324

An agile team member identifies a potential problem within the project team.

How should the team's coach react?

- A. Document the problem, escalate to the project manager, and develop a solution for the team
- B. Add the problem to the backlog and assign resolution to a future iteration
- C. Instruct the team to try to solve the problem within the team
- D. Perform root cause analysis and report the problem to the product owner

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 325

The customer needs assistance in determining the efficiency of a set of process activities within the solution.

What should the agile team do?

- A. Discuss the efficiency at the next iteration retrospective
- B. Review the process value stream to determine potential improvements
- C. Review the value the customer receives from the user story to determine backlog priority
- D. Discuss the performance of the solution at the next sprint review

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 326

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 327

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

What should the scrum team do?

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 328

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 329

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 330

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 331

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 332

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 333

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 334

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 335

Team A is working on the second sprint of a product release. Team B, which is an interdependent team located on the same floor, requires extensive and frequent information to complete its sprint goal.

What should the agile team lead do?

- A. Create a central repository for information, and provide access to team B
- B. Use an information board that will be visible to all passing through the workspace
- C. Email all stakeholders with status updates
- D. Provide team B with the information on an “as needed” basis

Correct Answer: A

Section: (none)

Explanation



Explanation/Reference:

QUESTION 336

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 337

During a review session, an agile team presented done requirements to a group of stakeholders. Stakeholder feedback indicated that the done requirements failed to meet the most pressing needs and provide value.

What should the team have done to prevent this?

- A. Reprioritized requirements prior to committing to iteration work
- B. Ensured that requirements remained stable during the iteration cycle
- C. Had stakeholders focus on items created after the product backlog was initially built
- D. Worked on features rather than a set of components

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 338

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 339

A company is considering developing a new, complex application that will require a large initial investment. However, if successful, the profit potential is high.

When preparing an analysis, what should be used to encourage stakeholders who are concerned about project failure to authorize the initial investment?

- A. Calculated planned percent complete (PPC)
- B. Many small minimally marketable features (MMFs)
- C. Story points rather than cost estimates
- D. Calculated earned value (EV)

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 340

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 341

A development team and product owner disagree on a user story in the product backlog.

What should the agile practitioner do?

- A. Have the development team follow the product owner's direction
- B. Openly challenge the product owner in an effort to poke holes in their approach
- C. Facilitate a conversation about the user story between the development team and the product owner
- D. Serve as a nonpartisan evaluator of each option, and provide direction to the development team and product owner

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 342

A member of the development team is working on a prioritized non-functional requirement involving integrating with a 3rd 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 343

During sprint planning, team members have differing opinions on a feature that delivers business value but fails to provide a long-term solution for the customer. How should the team resolve this?

- A. Refer to the values of the agile framework and the team
- B. Review the signed customer contract
- C. Check the sprint priority list
- D. Submit the problem to the product owner

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 344

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:

QUESTION 345

A team is creating a highly marketed, time-sensitive product. The agile coach is concerned that anything other than exceptional quality will result in bad publicity for the company.

What should the agile coach ensure that developers do?

- A. Establish pair programming partners, and regularly perform peer reviews.
- B. Perform demos at the end of each iteration.
- C. Send coding to the quality assurance (QA) team upon completion.
- D. Demonstrate each feature to the client as soon as coding is complete.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 346

An agile team has only one database administrator with the necessary knowledge of database-related tasks. The project manager identifies the risk that if this person leaves, team velocity will significantly decrease.

What should the agile coach do?

- A. Start the hiring process for a new, equally skilled database administrator as a replacement.
- B. Move this database administrator to another team so that team members learn database-related tasks.
- C. Add another database administrator to balance the workload and aid with knowledge retention.
- D. Obtain agreement from the team that, on upcoming sprints, the database administrator will act only in an advisory capacity.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 347

During a backlog refinement meeting, a senior team member raises a concern about an epic sizing that requires the use of a new interface for a vendor product. The product owner acknowledges this as a risk.

What should the product owner do now?

- A. Log the risk in the risk register, and share the information with impacted stakeholders at the next monthly review meeting.
- B. Create a spike story to determine what needs to be done to use the new interface.
- C. Lower the epic's priority so that it can be deferred, and analyze it during backlog refinement meetings.
- D. Move the work to the vendor, since they have better knowledge of interface implementation. **Correct Answer:** A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 348

An executive requests information regarding a sprint status.

What action should the product owner take?

- A. Invite the executive to the standup.
- B. Direct the executive to the information radiator.
- C. Personally meet with the executive.

D. Email the requested information to the executive.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 349

An agile team has been given a complex project with a basic set of requirements which need further elaboration and review.

How should the team iteratively build out the backlog of requirements with the stakeholders?

- A. Conduct a requirements gathering workshop.
- B. Deliver the basic requirements iteratively.
- C. Have the product owner fill out the requirements backlog.
- D. Have the stakeholders fill out the backlog before starting the project.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 350

During a six-week iteration, an issue is identified by a team member. After analysis, the team member determines that it will take at least two weeks to resolve.

What should the team member do?

- A. Notify the product owner and begin resolution.
- B. Communicate the issue to the team in the next stand up meeting.
- C. Immediately begin resolution, and communicate it to the team during the retrospective.
- D. Work on the next activity, and communicate it to the team during the retrospective.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 351

An agile team provides feedback that user stories include insufficient details to understand the requirements.

What should the agile practitioner do?

- A. Coach the product owner to update only the acceptance criteria.
- B. Instruct the agile team to fix the user stories during the next retrospective.
- C. Facilitate a user story workshop with the agile team.
- D. Inform the product owner's manager that the work items provide insufficient detail.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 352

A scrum team has conducted regular retrospectives to discuss immediate concerns and the implementation of improvement actions. Despite this, after a few iterations, the same concerns resurface.

What should the team have done to improve retrospective outcomes?

- A. Invited subject matter experts (SMEs)
- B. Conducted problem detection to determine root causes
- C. Measured and reported the outcome of improvement actions to the team
- D. Kept track of all current issues in a log, and then reviewed their progress at the end of every iteration

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

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

QUESTION 353

A Scrum Master would like to provide information to key stakeholders on the daily resource and project activities.

Which tool should the Scrum Master use to provide these updates?

- A. Shared vision statement and sprint goal
- B. Release burnup chart
- C. Velocity metrics
- D. Iteration burndown chart

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Reference: <https://www.projectmanager.com/blog/burndown-chart-what-is-it>

QUESTION 354

During mid-sprint changes, an agile facilitator meets with the executive and development teams. During the meeting, executive team members resolve conflicts, and on their own initiative, review the iteration charts to discuss changes to the iteration's functional goal.

What practice is the agile facilitator implementing?

- A. Building openness and transparency on the project's health and status
- B. Facilitating conflict resolution among executive team members
- C. Using active stakeholder involvement to build features in an incremental and iterative approach
- D. Seeking continuous feedback from executive team members

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 355

A product owner adds a 21-point, high-priority story to a sprint backlog. The team is concerned that it cannot be completed during the current sprint.

What should the team do?

- A. Advise the product owner that the story will have to wait until the next sprint.
- B. Work extra hours to complete the story and satisfy the customer's requirements.
- C. Break down the story into smaller increments and negotiate other stories on the sprint backlog.
- D. Increase the length of the sprint to accommodate the story.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 356

The agile practitioner has determined that two different team members are working on addressing the same major issue on the project.

How should the agile practitioner address this?

- A. Implement a burnup chart and add the issue resolution as a task to the product backlog for the customer to prioritize.
- B. Add the issue to the kanban board and assign it to the team member who has made the most progress on resolving it.
- C. Conduct a root-cause analysis on the issue and identify related risks and risk response owners at the next retrospective.
- D. Document all project issues in a common space and ask the team members to decide on task allocation principles.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 357

During an iteration planning meeting, the team suggests changes to add product value that will require extra work and impact the schedule.

What should the agile project leader do?

- A. Re-estimate the project.
- B. Finish the product as it was initially planned.
- C. Try to include as many changes as possible.
- D. Ask the product owner for approval to proceed.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 358

An agile team is working well together, but productivity has been flat.

What can the project leader do to help them improve performance?

- A. Review the burndown chart to identify ways to increase efficiency.
- B. Chair a weekly team retrospective focusing on identifying areas for continuous improvement.
- C. Ask a senior manager to initiate a root-cause analysis.
- D. Identify team key performance indicators (KPIs) and create positive incentives when targets are achieved.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 359

During a project's last few sprints, an agile practitioner notices an increase in defects. A root-cause analysis indicates that a poor understanding of the requirements was caused by the inability of the product owner to communicate clearly.

What should the agile practitioner do?

- A. Inform the product owner's manager so that corrective action may be taken.
- B. Communicate this to the product owner, and offer to help facilitate discussions with the team.
- C. Encourage a team member to raise this during the retrospective to ensure that the product owner is aware.
- D. Escalate this issue to the sponsor so that corrective action may be taken.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 360

During an iteration, an agile team discovers infrastructure requirements that were not initially considered.

What should the team do to effectively manage this?

- A. Rework the iteration scope to accommodate these requirements.
- B. Add these requirements into the product backlog for future consideration.
- C. Raise the discovery of these requirements as an issue, and escalate to management.
- D. Immediately start working on these requirements.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 361

An agile project leader is delivering a team kick-off session. The first exercise is a "Life Timeline" – a story-telling exercise where each team member tells their life story, explains how they experienced the highs and lows of their journey, and identifies their fears and hopes.

What is the project leader trying to create?

- A. A safe space for team members to learn to trust one another, leading to collaborative relationships.
- B. A safe space for team members to learn to be vulnerable, leading to high performance relationships.
- C. A safe space for team members to learn to share, leading to collaborative relationships.
- D. A safe space for team members to learn about each other's weaknesses and strengths.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 362

On what should an agile team work to achieve predictable flow?

- A. Small user stories
- B. Simple acceptance criteria
- C. Lean features
- D. Lean backlogs

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 363

Following an upgrade, a software support team is overwhelmed by the number of tickets being submitted by end users. The team's manager is pushing the team to "work smart" by focusing on activities that deliver the most value in the least amount of time.

What should the team do?

- A. Work longer hours to complete more of the support backlog.
- B. Work support tickets in the order in which they were received.
- C. Place tickets on hold until the team completes an analysis of the backlog to identify and resolve systemic issues.
- D. Add members to the support team.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



QUESTION 364

A scrum master assumes a project that is essential to organizational growth. The project is expected to be in production for three years.

What should the scrum master do first?

- A. Work with the customers to build the product backlog and identify their initial requirements.
- B. Meet with the stakeholders and enterprise architects to understand the project's vision.
- C. Plan and execute a sprint 0 to establish the project's foundational needs.
- D. Create a backlog, and execute a sprint 1 to quickly deliver value to the customers.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 365

What should a team consider when calculating the effort needed to complete a product backlog?

- A. The increase in velocity and cost
- B. A buffer in the sprint to mitigate unexpected risks
- C. Assigning extra points to each task to allow time for changes
- D. Stories describing infrastructure tasks and analysis tasks

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 366

At the end of a product development phase, an agile project team confirms that all tests have passed. The product is released, but the customer complains that it is deficient.

What should the project team have done prior to product release?

- A. Requested approval from the project sponsor
- B. Undertaken a review of all requirements
- C. Conducted an end-of-phase demonstration
- D. Performed a retrospective to validate project deliverables

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 367

The amount of information captured in the project's defects is varying within the development team. Team members are becoming frustrated with the defect quality inconsistencies and the frequent clarification required.

What should be done to address the issue?

- A. Stop the current iteration to discuss defect quality issues and explore solutions.

- B. Discuss and explore solutions in the next planning meeting and take corrective actions as required.
- C. Generate insights at the next retrospective and adjust processes as decided by the team.
- D. Assign corrective actions to the backlog for the team to identify the mandatory defect information.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 368

A new project starts and team members are pooled together to execute it. The team works together and moves from the forming stage into the storming stage. However, potentially destructive conflicts are now arising.

What should the agile coach do to develop members into a high-performance team?

- A. Teach the team how to work comfortably in chaos.
- B. Provide strong facilitation and conflict-resolution guidance.
- C. Allow the team to resolve issues on their own.
- D. Observe each team member and advise them on team relationships.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 369

Two teams have received project requirements and completed estimates. Team A estimates 420 story points for scope and 30 story points for velocity per sprint. Team B estimates 280 story points for scope and 20 story points for velocity per sprint. Both teams have same number of team members and have an assumed sprint duration of 2 weeks.

What can an agile practitioner conclude about team A and team B's estimates?

- A. Team B has underestimated scope compared to team A.
- B. Team A is more confident in delivering velocity than team B.
- C. Both teams need to indicate their proposed technology before the estimates can be analyzed.

D. Both teams have estimated the project to be of same size.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 370

What is the first thing an agile development team should do when planning an iteration?

- A. Assign the tasks to one team member.
- B. Separate the stories into tasks.
- C. Estimate the stories' tasks.
- D. Help establish the next sprint's goal.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Reference: <https://resources.collab.net/agile-101/agile-sprint-planning-iteration-planning>



QUESTION 371

A project manager is concerned that the team has misaligned expectations with some stakeholders, and that user stories were written only from a generic user's perspective. This may lead the team to miss stories for non-generic users.

What agile tools can help the team address these issues?

- A. Information radiators and wireframes
- B. Information radiators and story maps
- C. Process flows and personas
- D. Personas and extreme characters

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 372

A team working with a new technology faces a significant amount of uncertainty about its ability to deliver stories due to technical issues.

What should the team do?

- A. Capture risks and make them visible, and use a burn down chart to focus on reducing risks early in the project.
- B. Ask the scrum master to extend the sprint's duration to allow more time to work through technical issues.
- C. Place the impacted stories on the story board, and use daily stand ups to make the product owner aware of the technical issues.
- D. Seek guidance from the development manager.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 373

A key stakeholder cannot attend the project vision statement development workshop. The stakeholder has emailed their requirements to the agile team lead, and believes that the vision statement is not critical.

How should the agile team lead respond?

- A. Emphasize to the stakeholder that a common, detailed vision will better ensure team understanding of the project.
- B. Personally meet with the stakeholder to understand their requirements, and then share the vision with the team.
- C. Work with the team to create a vision from the stakeholder's supplied requirements.
- D. Explain to the team that creating a vision is not critical in agile projects, as requirements may change over time.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 374

An agile team and a traditional development team are working together on a project. Each team exceeds expectations regarding deliverables; however, issues arise when the deliverables are integrated.

What should the agile practitioner do?

- A. Foster stronger communication by hosting cross-organizational meetings between the two teams.
- B. Suggest merging the teams to avoid misunderstandings.
- C. Create stories from full technical specifications to avoid ambiguity.
- D. Co-locate the teams to encourage osmotic communication.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 375

An agile team delivered a feature in the last iteration. The product owner, who missed the planning and review meetings, was dissatisfied with the feature. The team conducted a retrospective and reviewed the user stories related it.

What should the agile team do next?

- A. Ensure that the product owner reviews the acceptance criteria for delivered user stories.
- B. Augment the quality assurance and continuous integration processes for delivery.
- C. Approach the relevant developers and testers regarding quality issues in upcoming iterations.
- D. Ask the product owner to define the entire scope of delivery two to three iterations in advance.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 376

An agile team lead is assigned to a project that must ensure data security.

What should the team lead do to guarantee that security, as a non-functional requirement, is managed throughout the project?

- A. Include security concerns on the agenda for every meeting.
- B. Request that a security expert be added to the team.
- C. Add security as a non-functional requirement to the risk register, and review regularly.
- D. Ensure that planning and prioritizing includes consideration of security requirements.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 377

An agile team has been in place for five years and the customer is satisfied with the team's performance and deliverables. Now that the product is built and delivered, the customer is considering the future role of the Scrum Master.

What should the customer do?

- A. Expand the Scrum Master's role to other projects, while allowing them to support the current project.
- B. Release the Scrum Master, since the team is adequately skilled with agile practices.
- C. Expand the product owner's role to serve as the Scrum Master, while providing additional product knowledge.
- D. Increase the functional manager's role to act as the Scrum Master, while providing additional information about functional areas.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 378

An agile team's client has been asked to expedite the delivery of the next release. By delivering one month early, the company can generate US\$40,000 more than expected for the quarter.

What should the agile team do?

- A. Adhere to the new deadline and immediately advise the client that the schedule has been expedited.
- B. Advise the client that it is best to continue as planned rather than introduce unforeseen risks by expediting the schedule.

- C. Submit a change request to the client with a 50% increase in charges due to the new potential profit.
- D. Request additional resources to meet the expedited deadline and obtain training for the new resources.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 379

During a retrospective, team members suggest process improvement ideas. The agile team lead knows that, while many of these ideas are different from standard practices, a few of them are good.

What should the agile team lead do?

- A. Require the team to try only those ideas that will ensure success.
- B. Allow the team to try ideas, but remind them that results will be reviewed by high-ranking executives.
- C. Associate idea successes and failures with the team's incentive plan to ensure accountability.
- D. Encourage the team to try the ideas, even if failure may be the outcome.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 380

After a successful product deployment, a key stakeholder informs an agile team member that an implemented feature is failing to deliver its expected business value. The team member replies that the requirement was provided by the customer, and that the scope was clearly met.

If the problem were an issue of requirement elicitation rather than delivery, what should have been done to avoid this situation?

- A. Stakeholders should have regularly been engaged to obtain feedback and reduce the functionality risk.
- B. The team should have used the lean principle of delay, so that actual facts could be considered rather than assumptions and predictions.
- C. Interdependent teams should have been engaged using a collaborative approach to identify and leverage the best support.
- D. An owner should have been identified to obtain timely stakeholder feedback.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 381

The product owner wants to build security firewalls into the product.

How can the team members support this?

- A. Add new security features to the backlog and prioritize.
- B. Execute a spike to research security features for the project.
- C. Ask questions to determine where and how the product owner wants to use the product.
- D. Ask questions to determine if the product owner can define the desired level of security.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 382

How should a project leader manage stakeholder expectations in an agile project?

- A. Establish a common vision and success criteria and involve all the stakeholders in the iteration reviews.
- B. Invite stakeholders for the iteration reviews but do not include new stakeholders which may limit project success.
- C. Involve all the stakeholders in iteration reviews but do not entertain all expectations of all stakeholders.
- D. Communicate issues to all stakeholders via email and only communicate risks to internal stakeholders.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 383



There is a database feature requiring three members of a seven person team. A meeting is scheduled at the beginning of the sprint to go over technical needs to complete the story.

Who should the Scrum Master invite to the meeting?

- A. The core team and the customer
- B. The product owner and key stakeholders
- C. The customer and the sponsor
- D. The core team and the product owner

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 384

The team underestimated the complexity of a story, resulting in new decomposition of the work to be delivered in the current sprint and items to be returned to the backlog.

What should the Scrum Master do next?

- A. Ask the project manager to work with the product owner to help generate clearer stories in the future.
- B. Develop guidelines to prevent future occurrences.
- C. During the retrospective, discuss the issue and create an action plan to avoid it in the future.
- D. Allow the team to devise a corrective action without external intervention.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 385

Agile team A struggles to deliver committed stories due to technical dependencies with team B, which continuously fails to meet its delivery commitments.

What should the agile team lead do?

- A. Create a new team to deliver the dependencies, and bring team B under performance management.
- B. Conduct a vision-sharing session with the teams to communicate the project's overall goals.
- C. Swap team members from both teams so that deliveries are better supported.
- D. Discuss negotiating the delivery timelines with team A.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 386

A globally distributed project team is using email and phone calls as the only way to share information. Delays in resolving issues often occur due to misinterpreted communications, leading to a lower team velocity.

What steps should the project leader take to improve knowledge sharing?

- A. Meet individually with each team member to identify the issues and relay information to the remaining members through status reports.
- B. Establish a live video feed between the dispersed teams to enable spontaneous engagement and collaboration on issues.
- C. Request that the customer co-locate the team to overcome the communication issues, as this is the only method to ensure agility.
- D. Inform the customer of the challenges and lower velocity of the project to accommodate for the slower delivery pace.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 387

A scrum team has eight developers, but only two are database engineers. During the last few retrospectives, the team identified that most sprint stories are dependent upon database engineers. This has created a bottleneck in completing stories.

What should be proposed to the team?

- A. Have other team developers attend training to learn database skills.
- B. Monitor the retrospectives of two additional sprints before taking action.
- C. Plan fewer stories for the sprint to reduce the database engineers' workload.

D. Ask the scrum master to work with the product owner to remove backlog stories that have database dependency.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 388

The executive leadership wants to understand ways to better deliver on time and on budget.

What can the project team do to assist in achieving the organizational goal?

- A. Maintain and review a lessons learned repository to improve delivery of future projects.
- B. Ask each team member to post corrective action to the backlog.
- C. Engage the project management office (PMO) to take responsibility identifying lessons learned on projects.
- D. Perform a root cause analysis to identify alternative approaches for performing the next project.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 389

An agile team discovers a new risk and identifies that its impact may be severe.

What should an agile practitioner recommend?

- A. Add a goal to the current iteration to fully mitigate or control the risk.
- B. Balance risk reduction and value adding activities in the next iteration.
- C. Continue with the current plan to maintain team velocity.
- D. Update the risk register and seek direction from a risk specialist.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 390

A company president is concerned about the impact of a natural disaster on the company.

How should management identify areas to apply its resources and mitigate potential impacts?

- A. Establish and keep an active risk register that includes mitigation strategies and a cost-benefit analysis.
- B. Establish and keep an active risk register based on qualitative risk analysis and expected losses.
- C. Have each development team post the highest risk development items on the information radiator.
- D. Avoid risk by splitting development teams into two locations to ensure knowledge continuity.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 391

A scrum master is part of a project team using technologies overseen by the IT department. The IT director oversees several company initiatives and is unfamiliar with the details of each one.

As an active project stakeholder, to which meeting should the IT director be invited?

- A. Planning
- B. Daily scrum
- C. Sprint demo
- D. Retrospective

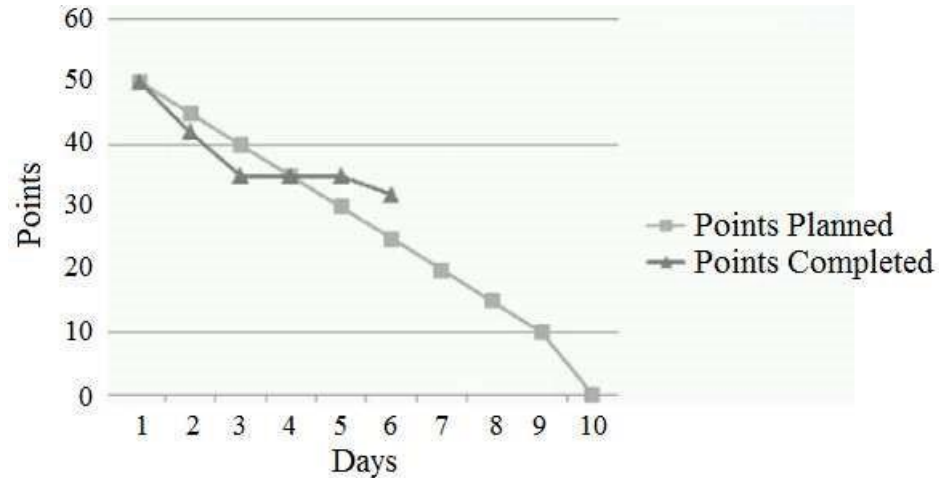
Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 392



Based on the chart, what is the current status of the iteration when comparing story points planned versus completed?

- A. The iteration is in jeopardy.
- B. The team has removed scope.
- C. The iteration is ahead of schedule.
- D. The team's velocity is constant.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 393

A product's scope and acceptance criteria have been defined, and the product is planned for release at the end of the next quarter.

What should the project team do next?

- A. Estimate the project team's capacity.
- B. Determine how much work can be delivered.
- C. Calculate how much work will fit into the next iteration.

D. Estimate items in the product backlog.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 394

During sprint retrospectives, some team members are very vocal and tend to dominate the conversation, while others are more reserved and less likely to participate.

What should the scrum master do?

- A. Encourage all team members to participate, and have them type their retrospective feedback into the agile lifecycle management tool.
- B. Ask more specific questions during the retrospectives.
- C. Use retrospective techniques, such as silent writing, clustering, and dot voting to field feedback prior to discussion by the team.
- D. Ask team members to email feedback that can be summarized in a spreadsheet for the team.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:



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