

## PMI.PMI-ACP.v2022-06-18.q162

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
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### NEW QUESTION: 1

When are acceptance tests typically written for a user story?

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

Answer: (SHOW ANSWER)

### NEW QUESTION: 2

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

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

Answer: B (LEAVE A REPLY)

### NEW QUESTION: 3

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

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

Answer: D (LEAVE A REPLY)

### NEW QUESTION: 4

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.

**Answer: A** ([LEAVE A REPLY](#))

Explanation/Reference:

#### NEW QUESTION: 5

Match each of the following items with its associated time-boxed duration for a one-month Sprint.

|                      |  |            |
|----------------------|--|------------|
| Sprint Review        |  | 3 hours    |
| Sprint Retrospective |  | 4 hours    |
| Sprint Planning      |  | 1 month    |
| Sprint               |  | 15 minutes |
| Daily Scrum          |  | 8 hours    |

**Answer:**

|                      |            |            |
|----------------------|------------|------------|
| Sprint Review        | 4 hours    | 3 hours    |
| Sprint Retrospective | 3 hours    | 4 hours    |
| Sprint Planning      | 8 hours    | 1 month    |
| Sprint               | 1 month    | 15 minutes |
| Daily Scrum          | 15 minutes | 8 hours    |

#### NEW QUESTION: 6

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

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

**Answer: C,D,E** ([LEAVE A REPLY](#))

#### NEW QUESTION: 7

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

**Answer: A** ([LEAVE A REPLY](#))

#### NEW QUESTION: 8

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. Obtain agreement from the team that, on upcoming sprints, the database administrator will act only in an advisory capacity.
- D. Add another database administrator to balance the workload and aid with knowledge retention.

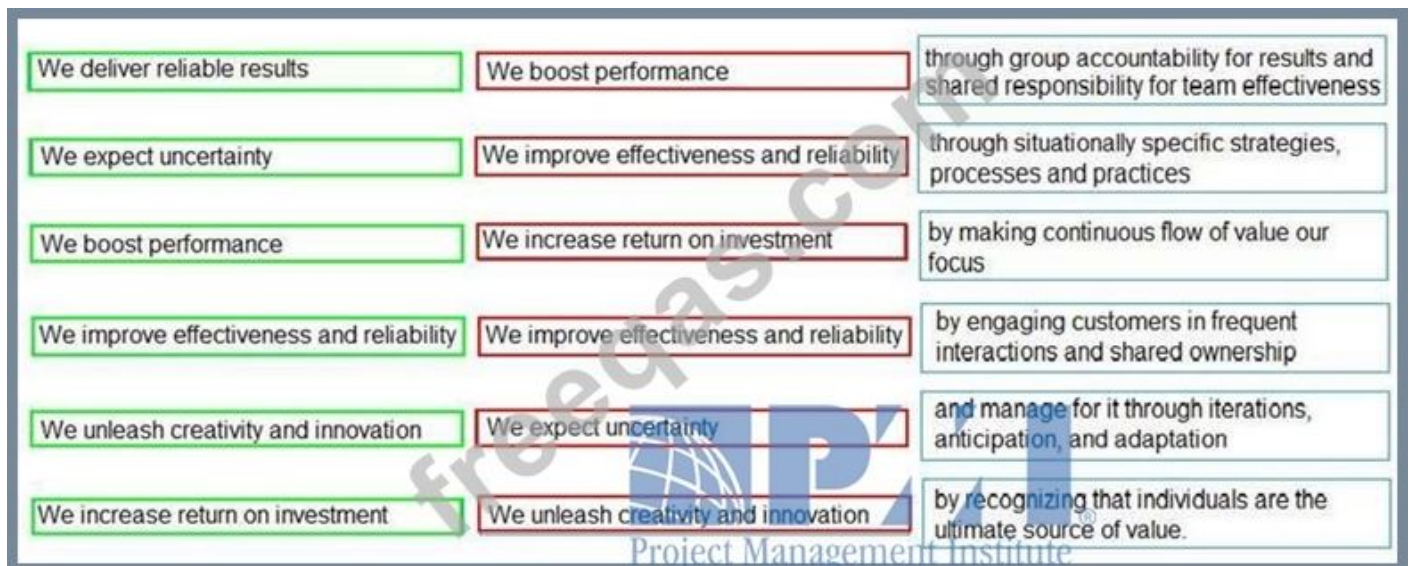
**Answer: A** ([LEAVE A REPLY](#))

#### NEW QUESTION: 9

The PM Declaration of Interdependence is a set of six management principle initially intended for project managers of Agile software development projects. Match the items below to identify the principles.

|                                          |  |                                                                                           |
|------------------------------------------|--|-------------------------------------------------------------------------------------------|
| We deliver reliable results              |  | through group accountability for results and shared responsibility for team effectiveness |
| We expect uncertainty                    |  | through situationally specific strategies, processes and practices                        |
| We boost performance                     |  | by making continuous flow of value our focus                                              |
| We improve effectiveness and reliability |  | by engaging customers in frequent interactions and shared ownership                       |
| We unleash creativity and innovation     |  | and manage for it through iterations, anticipation, and adaptation                        |
| We increase return on investment         |  | by recognizing that individuals are the ultimate source of value.                         |

**Answer:**



#### NEW QUESTION: 10

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

**Answer: B** ([LEAVE A REPLY](#))

Explanation

#### NEW QUESTION: 11

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



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

**Answer: C** ([LEAVE A REPLY](#))

#### NEW QUESTION: 12

When does a Sprint get canceled or end early?

- A. When the Sprint backlog is complete
- B. When the Sprint Goal cannot be met
- C. When the definition of "Done" is met
- D. When a key resource is out sick

**Answer: (**[SHOW ANSWER](#)**)**

Explanation/Reference:

#### NEW QUESTION: 13

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. Support the decision because release planning will be improved and the product backlog can be better groomed after all spikes are executed

- 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.** Ensure that the spikes identify the risks early in the project to increase the chances of success

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 14**

A seven-member agile team's composition varies considerably in age, gender culture, personality type and professional background. When planning a team-building event, what type of interpersonal skills should the project leader use?

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

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 15**

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

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 16**

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

**Answer: C** ([LEAVE A REPLY](#))

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#### NEW QUESTION: 17

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.

**Answer:** ([SHOW ANSWER](#))

Explanation/Reference:

#### NEW QUESTION: 18

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 ask any questions to the customer upfront
- D. It will enable the team to see the entire project in one glance

**Answer:** A ([LEAVE A REPLY](#))

#### NEW QUESTION: 19

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. Submit a change request to the client with a 50% increase in charges due to the new potential profit.
- B. Request additional resources to meet the expedited deadline and obtain training for the new resources.
- C. Adhere to the new deadline and immediately advise the client that the schedule has been expedited.
- D. Advise the client that it is best to continue as planned rather than introduce unforeseen risks by expediting the schedule.

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 20**

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.

**Answer: C** ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 21**

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.

**Answer: A** ([LEAVE A REPLY](#))

Explanation

Explanation/Reference:

**NEW QUESTION: 22**

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

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

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 23**

While attending a conference, an agile practitioner learns of a new user interface (UI) framework that could benefit the team. What should the agile practitioner do next?

- A. Email the team directing them to immediately begin using this new framework.
- B. Identify a team member to do a proof of concept using this framework.
- C. Discuss this option at the next retrospective.
- D. Obtain feedback from team members on the new framework, and then suggest that the product owner create a backlog item to do a spike on it.

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 24**

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

- A. Escalate the issue to the customer and obtain their approval before starting the design of item B
- B. Proceed with the design of item B, since it will hasten the second iteration
- C. Log the issue in the risk register and request change control board (CCB) approval
- D. Defer starting the design of item B until the second iteration is being planned

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 25**

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

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

**Answer: B,D,E** ([LEAVE A REPLY](#))

**NEW QUESTION: 26**

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

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

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 27**

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

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

**Answer: C** ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 28**

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

**Answer: B** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 29**

A team's technical lead believes that manual testing should be conducted by junior team members below their level. The junior team members think it is unfair and refuse the tasks. What should the scrum master do?

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

**Answer: B** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 30**

The best description of the purpose of the daily standup in Agile projects is to:

- A. Raise the visibility of each person's work and to ensure the work is integrated.
- B. Provide insight and reassurance to the Product Owner to strengthen that relationship.
- C. Resolve the key issues and risks that are likely to hinder project progress.
- D. Inform the project lead of project status for reporting to stakeholders.

**Answer: A** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 31**

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. Scrum
- C. XP
- D. Agile One

**Answer: C** ([LEAVE A REPLY](#))

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**NEW QUESTION: 32**

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. Budget at Completion (BAC)
- C. Internal Rate of Return (IRR)
- D. Net Present Value (NPV)

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 33**

When using a Kanban board to manage work in progress, which of the following best summarizes the philosophy behind the approach?

- A. It is a sign of the work queued for user acceptance, which should not count toward velocity.
- B. It is a sign of the work queued for quality assurance, which should not count toward velocity.
- C. It is a sign of the work being done and should be maximized to boost performance.
- D. It is a sign of the work being done and should be limited to boost performance.

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 34**

In agile approaches, negotiation is viewed as:

- A. A zero-sum game
- B. A healthy process of give and take
- C. A winner-takes-all challenge
- D. A failproof win-win scenario

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 35**

A product that recently went to market is receiving a great deal of attention from upper management who expresses interest by directly emailing and calling the developer team. The team expresses frustration during a standup.

What should the Scrum Master do?

- A. Direct the developer team to ignore the phone calls and emails.
- B. Ask the product owner how upper management's comments can be redirected.
- C. Personally respond to upper management's phone calls and emails.
- D. Ask the product owner to enter the requests into the product backlog as high priority.

**Answer: (**[SHOW ANSWER](#)**)**

**NEW QUESTION: 36**

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

- A. False
- B. True

**Answer: A** ([LEAVE A REPLY](#))

Explanation

**NEW QUESTION: 37**

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.

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 38**

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

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 39**

After three iterations, it is identified that a project's underlying security structure architecture is unstable. While there is a technical solution, all work to date is flawed. This will impact several future business service offerings.

What should the product owner do to resolve this?

- A. Review the project's risk matrix, and follow the steps outlined in the risk mitigation plan.
- B. Meet with the team and stakeholders to address rework and rewrite stories as needed.
- C. Ask the development team to address the issue since it is in their domain.
- D. Cancel the current sprint, and meet with stakeholders to reassess the project's validity.

**Answer: A** ([LEAVE A REPLY](#))

**NEW QUESTION: 40**

When comparing communication styles, which of the following are true?

- A. Paper-based communication has the highest efficiency and the lowest richness
- B. Face-to-face communication has the highest efficiency and the highest richness
- C. Face-to-face communication has the highest efficiency and the lowest richness
- D. Paper-based communication has the lowest efficiency and the highest richness

**Answer: B** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 41**

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

**Answer: (**[SHOW ANSWER](#)**)**

#### **NEW QUESTION: 42**

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

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

**Answer: (**[SHOW ANSWER](#)**)**

#### **NEW QUESTION: 43**

Acceptance tests of user stories are specified by the:

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

**Answer: A** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 44**

During project inception an agile practitioner engages the stakeholder to ensure alignment on the project's strategy and vision. The stakeholder asks for detailed requirements design, and delivery plans. What should the agile practitioner do?

- A. Provide all information requested by the stakeholder
- B. Set expectations regarding the appropriate level of details requested during this stage
- C. Inform the stakeholder that no detailed documents are provided using agile practices
- D. Ask the team to supply the information to the stakeholder

Answer: B ([LEAVE A REPLY](#))

**NEW QUESTION: 45**

Drag and Drop Question

Put the following in order of first occurrence in a Sprint.

|                      |  |
|----------------------|--|
| Sprint Retrospective |  |
| Daily Scrum          |  |
| Sprint Planning      |  |
| Sprint Review        |  |

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Answer:

|                      |
|----------------------|
| Sprint Planning      |
| Daily Scrum          |
| Sprint Review        |
| Sprint Retrospective |

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**NEW QUESTION: 46**

All of the following are metrics used in Agile except:

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

Answer: ([SHOW ANSWER](#))

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**NEW QUESTION: 47**

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

**Answer: B** ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 48**

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

**Answer: (**[SHOW ANSWER](#)**)**

**NEW QUESTION: 49**

During a team meeting, members who are subject matter experts (SMEs) mention that they are continuously working on repetitive tasks, which has lowered motivation. What should the agile practitioner do?

- A. Ask team members to perform a value stream analysis of their activities.
- B. Add more resources to the team to help with the tasks.
- C. Organize a team-building activity to improve team morale.
- D. Have team members work in pairs to learn from each other and develop new skills.

**Answer: D ([LEAVE A REPLY](#))**

**NEW QUESTION: 50**

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.** Ask the scrum master to work with the product owner to remove backlog stories that have database dependency.
- B.** Have other team developers attend training to learn database skills.
- C.** Plan fewer stories for the sprint to reduce the database engineers' workload.
- D.** Monitor the retrospectives of two additional sprints before taking action.

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 51**

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.

**Answer: D ([LEAVE A REPLY](#))**

Explanation/Reference:

**NEW QUESTION: 52**

The Sprint retrospective:

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

**Answer: D ([LEAVE A REPLY](#))**

**NEW QUESTION: 53**

Which one is NOT a Pillar of Scrum?

- A.** Transparency
- B.** Empiricism
- C.** Adaption
- D.** Inspection

**Answer: B ([LEAVE A REPLY](#))**

**NEW QUESTION: 54**

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

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

**Answer: D** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 55**

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

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

**Answer: B** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 56**

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

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

**Answer: B** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 57**

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

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

**Answer: (**[SHOW ANSWER](#)**)**

Explanation/Reference:

#### **NEW QUESTION: 58**

During a project meeting a team is faced with a difficult decision. After discussion and deliberation, the project leader makes the final decision and ends the discussion. This causes a team member to withdraw from future collaboration. How could the project leader have avoided this?

- A. Led by example by encouraging the team to engage in consensus-driven decision making
- B. Iterated the need for agile teams to make quick decisions, then talked up with that team member

- C. Refrained from participating in the team's decision making process except to document and communicate results
- D. Empowered a team member to facilitate decision making, then made a final decision on behalf of the team

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 59**

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.

**Answer:** A ([LEAVE A REPLY](#))

Explanation/Reference:

#### **NEW QUESTION: 60**

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

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 61**

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

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

**Answer:** ([SHOW ANSWER](#))

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**NEW QUESTION: 62**

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

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

**Answer: C** ([LEAVE A REPLY](#))

**NEW QUESTION: 63**

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

**Answer: B** ([LEAVE A REPLY](#))

Explanation

**NEW QUESTION: 64**

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

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

**Answer: A** ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 65**

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

- A. Restructuring the estimate by applying a higher cost performance index during what-if analysis.
- B. Modifying the project due to scope changes, resource availability, and cost and schedule variances.
- C. Modifying the cost baseline due to an increased estimate at completion and a negative cost variance.

D. Restructuring of code so as to improve the code without changing its external behavior.

**Answer: D** ([LEAVE A REPLY](#))

Explanation/Reference:

#### NEW QUESTION: 66

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. Work on the next activity, and communicate it to the team during the retrospective.
- 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. Notify the product owner and begin resolution.

**Answer: B** ([LEAVE A REPLY](#))

#### NEW QUESTION: 67

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

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

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

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

**Answer: C** ([LEAVE A REPLY](#))

#### NEW QUESTION: 68

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

**Answer: B ([LEAVE A REPLY](#))**

Explanation/Reference:

#### **NEW QUESTION: 69**

Retrospectives provide an opportunity for the team to:

A. Understand from the management if the project is achieving the Scope, Quality, Cost, and Schedule goals.

B. Reflect at the end of every iteration and identify improvements that will increase the quality of the product.

C. Set goals at the beginning of the iteration and identify requirements that can be delivered in that iteration.

D. Participate in a mandatory meeting to share status updates across the team and to ensure that everyone is on track.

**Answer: B ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 70**

What should the agile practitioner know about tracking velocity?

A. A team with an average velocity of 50 is twice as efficient as a team with an average velocity of 25.

B. A team with an average velocity of 50 is equally as efficient as a team with an average velocity of 25.

C. A team that consistently meets its planned velocity is less efficient than a team that constantly exceeds its planned velocity.

D. A team that consistently meets its planned velocity is more efficient than a team that consistently exceeds its planned velocity.

**Answer: B ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 71**

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

**Answer: ([SHOW ANSWER](#))**

Explanation/Reference:

#### **NEW QUESTION: 72**

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

**Answer: A** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 73**

Which of the following occurs in the first Sprint?

- A. Complete your reference architecture
- B. Develop the Product Roadmap
- C. Develop a shippable piece of functionality
- D. Create a project plan

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 74**

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

**Answer: D** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 75**

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.

**Answer: C** ([LEAVE A REPLY](#))

Explanation/Reference:

#### **NEW QUESTION: 76**

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

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

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

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

**Answer:** ([SHOW ANSWER](#))

Explanation/Reference:

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#### NEW QUESTION: 77

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

**Answer:** A ([LEAVE A REPLY](#))

#### NEW QUESTION: 78

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. Work with the team to deploy the first half of the backlog to ensure that value is realized.
- B. Reprioritize backlog items to future iterations.

C. Remove the second half of the backlog, and communicate their decision in the next backlog grooming meeting.

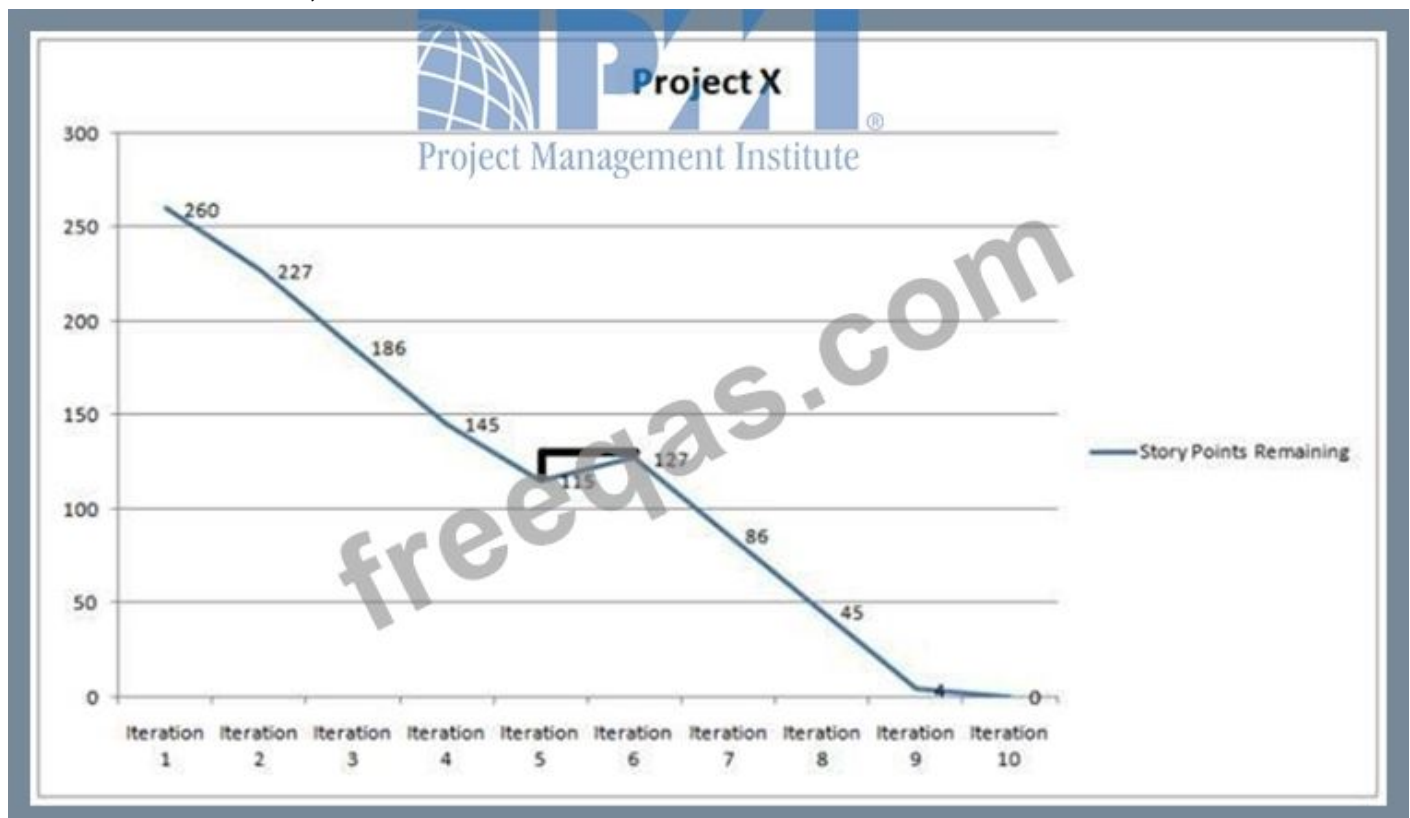
D. Meet with project stakeholders to review the backlog and determine if the scope should be adjusted.

**Answer: B** ([LEAVE A REPLY](#))

#### NEW QUESTION: 79

Based on the following figure, during Iteration 5, there was an increase in story point value (shown on the graph); however, the team completed all of the work it promised to deliver in the iteration and existing estimates were not changed.

From this information, one can infer that:



A. Work was added to the Product Backlog.

B. The team's velocity decreased.

C. Work was removed from the Product Backlog.

D. The team's velocity increased.

**Answer: (**[SHOW ANSWER](#)**)**

#### NEW QUESTION: 80

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. Report the functional manager to the project sponsor

C. Discuss the situation with the functional manager

**D.** Demand that the functional manager respects the project charter

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 81**

A product owner feels that the last sprint failed to sufficiently deliver that 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

**Answer:** **B** ([LEAVE A REPLY](#))

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

#### **NEW QUESTION: 82**

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.

**Answer:** ([SHOW ANSWER](#))

Explanation/Reference:

Explanation:

#### **NEW QUESTION: 83**

Having problems does not indicate a problem in itself, so welcome problems because they bring with them the chance for the team to overcome, grow, and become stronger together." As an Agile Coach, which are the multiple perspectives to analyse to detect the symptoms for the problem?

- A.** Team dynamics dimension
- B.** All of the above
- C.** Quality and Performance Level
- D.** Process Level

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 84**

What are the primary outputs of a release planning session?

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

D. Estimated iteration velocities, risks, action items, and Release Backlog

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 85**

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

Answer: D ([LEAVE A REPLY](#))

**NEW QUESTION: 86**

When comparing communication styles, which of the following are true?

- A. Paper-based communication has the lowest efficiency and the highest richness
- B. Face-to-face communication has the highest efficiency and the lowest richness
- C. Paper-based communication has the highest efficiency and the lowest richness
- D. Face-to-face communication has the highest efficiency and the highest richness

Answer: D ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 87**

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

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

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 88**

Technical debt is the gap between a product's actual cost of change (CoC) and its optimal CoC. Managing technical debt helps ensure reliable delivery today and ready adaptation to tomorrow's customer needs. When can Technical Debt occur?

- A. During enhancement
- B. During all the above mentioned times
- C. During Initial Development
- D. Ongoing Maintenance

**Answer: B** ([LEAVE A REPLY](#))

**NEW QUESTION: 89**

The agile team disagrees with the business stakeholders on completing some epics. What could help eliminate misunderstandings?

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

**Answer: (**[SHOW ANSWER](#)**)**

**NEW QUESTION: 90**

Who typically has the best insight into task execution?

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

**Answer: (**[SHOW ANSWER](#)**)**

Explanation

**NEW QUESTION: 91**

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

**Answer: A** ([LEAVE A REPLY](#))

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**NEW QUESTION: 92**

eXtreme Programming (XP) teams strive to avoid:

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

**Answer: C** ([LEAVE A REPLY](#))

Explanation/Reference:

Explanation:

#### **NEW QUESTION: 93**

In reference to Scrum, each sprint should produce:

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

**Answer: (SHOW ANSWER)**

Explanation/Reference:

#### **NEW QUESTION: 94**

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

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

**Answer: C** ([LEAVE A REPLY](#))

Explanation/Reference:

#### **NEW QUESTION: 95**

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

**Answer: A** ([LEAVE A REPLY](#))

Explanation/Reference:

#### **NEW QUESTION: 96**

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

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 97**

In a Lean project environment, visual controls:

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

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 98**

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

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

**Answer: A** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 99**

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 analyst to research the product value.
- C. Another project manager how to resolve the problem.
- D. The business owner to resolve the problem.

**Answer: A** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 100**

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

Answer: A ([LEAVE A REPLY](#))

#### NEW QUESTION: 101

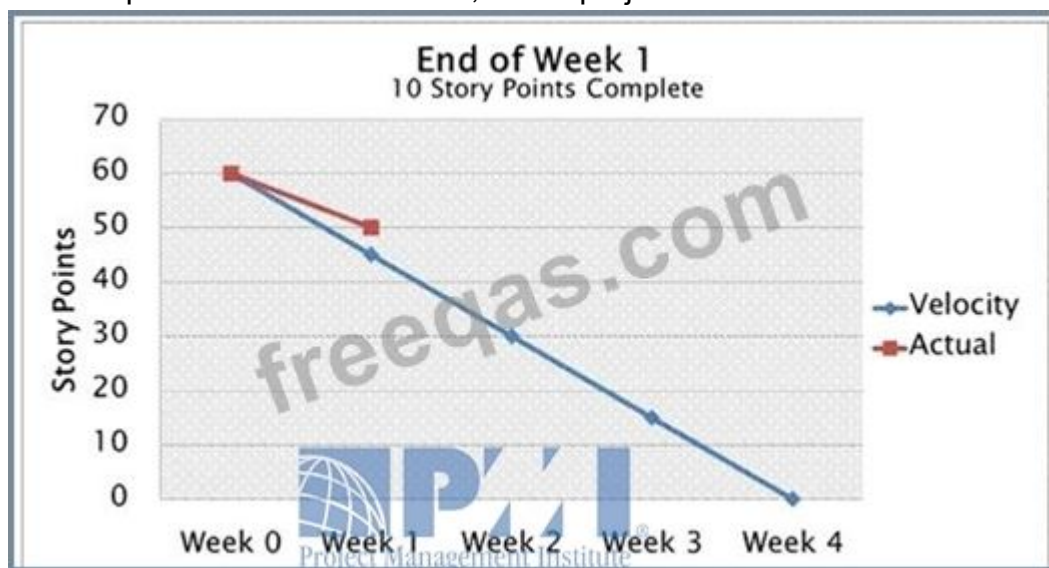
Testing that often occurs between "Done" and "Done, Done" is:

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

Answer: A ([LEAVE A REPLY](#))

#### NEW QUESTION: 102

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



- A. Ahead of schedule
- B. Behind schedule

Answer: B ([LEAVE A REPLY](#))

#### NEW QUESTION: 103

Team velocity is used to:

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

Answer: C ([LEAVE A REPLY](#))

Explanation/Reference:

Explanation:

#### NEW QUESTION: 104

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

Answer: ([SHOW ANSWER](#))

#### NEW QUESTION: 105

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. Abruptly end the daily standup meeting and schedule another meeting to discuss the issue.
- B. Ask the team how they would like to use the daily standup meeting for that day.
- C. If the item is really important, allow the discussion to expedite resolution of the issue.
- D. Ask the team members to table the discussion until after the meeting is over.

Answer: D ([LEAVE A REPLY](#))

#### NEW QUESTION: 106

An organization initiates a pilot project to introduce agile methodology for the successful delivery of projects. What should the project manager do to share this project's knowledge and learning with wider organizational business groups?

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

Answer: ([SHOW ANSWER](#))

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#### NEW QUESTION: 107

What does Scrum mean by Transparency?

- A. The process is understandable by all stakeholders

- B. Users can perform code reviews at any time
- C. All team members sit in a visible location
- D. Documentation is available to anyone

**Answer: A** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 108**

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

**Answer: B** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 109**

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

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 110**

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

**Answer: D** ([LEAVE A REPLY](#))

Explanation

#### **NEW QUESTION: 111**

Midway through a two-week sprint, an agile team realizes that the features cannot be delivered within the sprint. The team determines that another week will be required to complete all committed features.

What should the team do?

- A. Increase team velocity to deliver more story points.
- B. Add resources to assist with sprint execution.

**C.** Identify the reason for over-commitment to the sprint and create an action plan for the following sprint.

**D.** Plan for overtime, and include the effort as part of the estimation.

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 112**

In Agile development, what is the term for the internal things that you choose not to do now, knowing they will impede future development if left undone?

**A.** Verification and validation results

**B.** Technical debt

**C.** Intrinsic quality

**D.** Escaped defects

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 113**

On an agile project some of the development team is struggling to understand how the tasks and use stories fit into the overall product. How should this be addressed?

**A.** Have the product owner explain the product vision and review the release plan with the team

**B.** Create a story map for the minimal viable product (MVP) functionality

**C.** Review the iteration goals and have the team each describe the work to create shared understanding

**D.** Capture this as a task in the retrospective and ensure there is more detail provided at the next planning session.

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 114**

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

**A.** Ask the team to communicate only through email to clearly document issues.

**B.** Discuss this issue with senior management and recommend that the team be co-located.

**C.** Monitor performance and discuss the issues in detail at the next retrospective.

**D.** Hold daily standup meetings with the two teams at a time that works best for everyone.

**Answer:** **D** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 115**

For a Retrospective meeting, the seating arrangement should be such that there is enough space for people to move comfortably. Which of the following is a preferable seating arrangement for a retrospective meeting?

**A.** Tables arranged in U-shape

- B. Circle or semicircle of chairs
- C. Theatre style arrangement
- D. Meeting Room

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 116**

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

What metrics should the team use to measure performance?

- A. Lead time, throughput, and due date performance
- B. Burndown charts, scatter diagrams, and throughput
- C. Work item types, sprint cadences, and defect classes
- D. Work in progress limits, Kanban board, and time boxes

**Answer:** B ([LEAVE A REPLY](#))

#### **NEW QUESTION: 117**

On an agile project some of the development team is struggling to understand how the tasks and use 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. Have the product owner explain the product vision and review the release plan with the team
- C. Create a story map for the minimal viable product (MVP) functionality
- D. Capture this as a task in the retrospective and ensure there is more detail provided at the next planning session.

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 118**

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

**Answer:** D ([LEAVE A REPLY](#))

#### **NEW QUESTION: 119**

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

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

D. Team Member

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 120**

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. Adaptation
- C. Inspection

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 121**

The backlog is ordered by:

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

Answer: A ([LEAVE A REPLY](#))

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**NEW QUESTION: 122**

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. Retrospective
- B. Storyboard
- C. Story card
- D. Burndown chart

Answer: C ([LEAVE A REPLY](#))

**NEW QUESTION: 123**

Drag and Drop Question

What is the correct sequence of activities in release planning?

|                                          |  |
|------------------------------------------|--|
| Create release plan by date or scope     |  |
| Estimate the cost of the features        |  |
| Split features using the MMF perspective |  |
| Estimate the value of the features       |  |
| Prioritize features                      |  |
| Write stories for features               |  |
| Identify features                        |  |

**Answer:**

|                                          |
|------------------------------------------|
| Identify features                        |
| Prioritize features                      |
| Split features using the MMF perspective |
| Estimate the value of the features       |
| Estimate the cost of the features        |
| Write stories for features               |
| Create release plan by date or scope     |

#### NEW QUESTION: 124

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. Nonfunctional
- C. Spike
- D. Slack

**Answer: C** ([LEAVE A REPLY](#))

#### NEW QUESTION: 125

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. Continuous attention to technical excellence and good design does not enhance agility.
- C. Business people and developers must work together daily throughout the project.
- D. Working software is the primary measure of progress.

**Answer: B** ([LEAVE A REPLY](#))

### NEW QUESTION: 126

While managing the Agile Product Lifecycle, Match the frequency with which you update the five Agile plans.

|                    |  |                                          |
|--------------------|--|------------------------------------------|
| Product Roadmap    |  | Daily by the individual                  |
| Sprint Plan        |  | Semi-Annually by The Product Owner       |
| Daily Plan (Scrum) |  | Annually by Product Owner                |
| Release Plan       |  | Each iteration by the team               |
| Product Vision     |  | Quarterly by the Product Owner and teams |

**Answer:**

|                    |                                          |                                          |
|--------------------|------------------------------------------|------------------------------------------|
| Product Roadmap    | Semi-Annually by The Product Owner       | Daily by the individual                  |
| Sprint Plan        | Each iteration by the team               | Semi-Annually by The Product Owner       |
| Daily Plan (Scrum) | Daily by the individual                  | Annually by Product Owner                |
| Release Plan       | Quarterly by the Product Owner and teams | Each iteration by the team               |
| Product Vision     | Annually by Product Owner                | Quarterly by the Product Owner and teams |

### NEW QUESTION: 127

Which three criteria should be looked at when setting iteration length?

- A. Features that categorize the product, the time needed to complete the features, and the cost to deliver the features to market
- 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. Time needed to complete a user story, time needed to build and test the stories, and product team acceptance of the stories
- D. Delivering chunks of user-valued functionality, time needed to build and test the stories, and product team acceptance of the stories

**Answer:** ([SHOW ANSWER](#))

### NEW QUESTION: 128

When interacting with team members, the Agile project manager should:

- A. Ask team members to do things by phrasing the statement as a request rather than as a demand.
- B. Ignore team member input and emotions when important decisions have to be made.
- C. Proceed cautiously when requesting team members to do something likely to make them unhappy.
- D. Disagree with the team based on the merit of the issue without considering how the team is feeling.

**Answer:** A ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 129**

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

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

**Answer: D,E ([LEAVE A REPLY](#))**

**NEW QUESTION: 130**

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.

**Answer: A ([LEAVE A REPLY](#))**

Explanation/Reference:

**NEW QUESTION: 131**

An Agile team best ensures product quality through:

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

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 132**

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

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

**Answer: ([SHOW ANSWER](#))**

Explanation/Reference:

**NEW QUESTION: 133**

At the retrospective, the burndown chart shows that the project is slightly behind schedule. The project team identifies an inexperienced software engineer as the source of reduced velocity.

How should the project team address this issue?

- A. Ask the product owner to re-prioritize the user stories at the next retrospective.
- B. Assign less complex user stories to the inexperienced software engineer at the next iteration planning meeting.
- C. Suggest pair programming during the retrospective.
- D. Re-estimate the story points with team members at the next iteration planning meeting.

**Answer: C** ([LEAVE A REPLY](#))

#### **NEW QUESTION: 134**

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

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

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 135**

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

**Answer: A,B,C,D** ([LEAVE A REPLY](#))

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

#### **NEW QUESTION: 136**

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

**Answer: B** ([LEAVE A REPLY](#))

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**NEW QUESTION: 137**

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

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 138**

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

**Answer:** C ([LEAVE A REPLY](#))

Explanation/Reference:

**NEW QUESTION: 139**

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

**Answer:** ([SHOW ANSWER](#))

**NEW QUESTION: 140**

Unable to meet a sprint's committed velocity, an agile team approaches the agile coach to define the next sprint's velocity.

What should the agile coach advise?

- A. Split each story into multiple stories to meet the desired velocity.
- B. Re-estimate by assigning more story points to smaller stories to increase the velocity.

- C. Set the velocity to the delivered story points of the last sprint.
- D. Use different estimation methods for stories and defects to meet the desired velocity.

**Answer: B ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 141**

The Scrum Master is a participant in the Sprint Retrospective.

- A. False
- B. True

**Answer: B ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 142**

Who developed extreme programming (XP)?

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

**Answer: A ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 143**

Which one of the following is NOT a Scrum Event?

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

**Answer: A ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 144**

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.

**Answer: ([SHOW ANSWER](#))**

#### **NEW QUESTION: 145**

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.

Answer: ([SHOW ANSWER](#))

Explanation

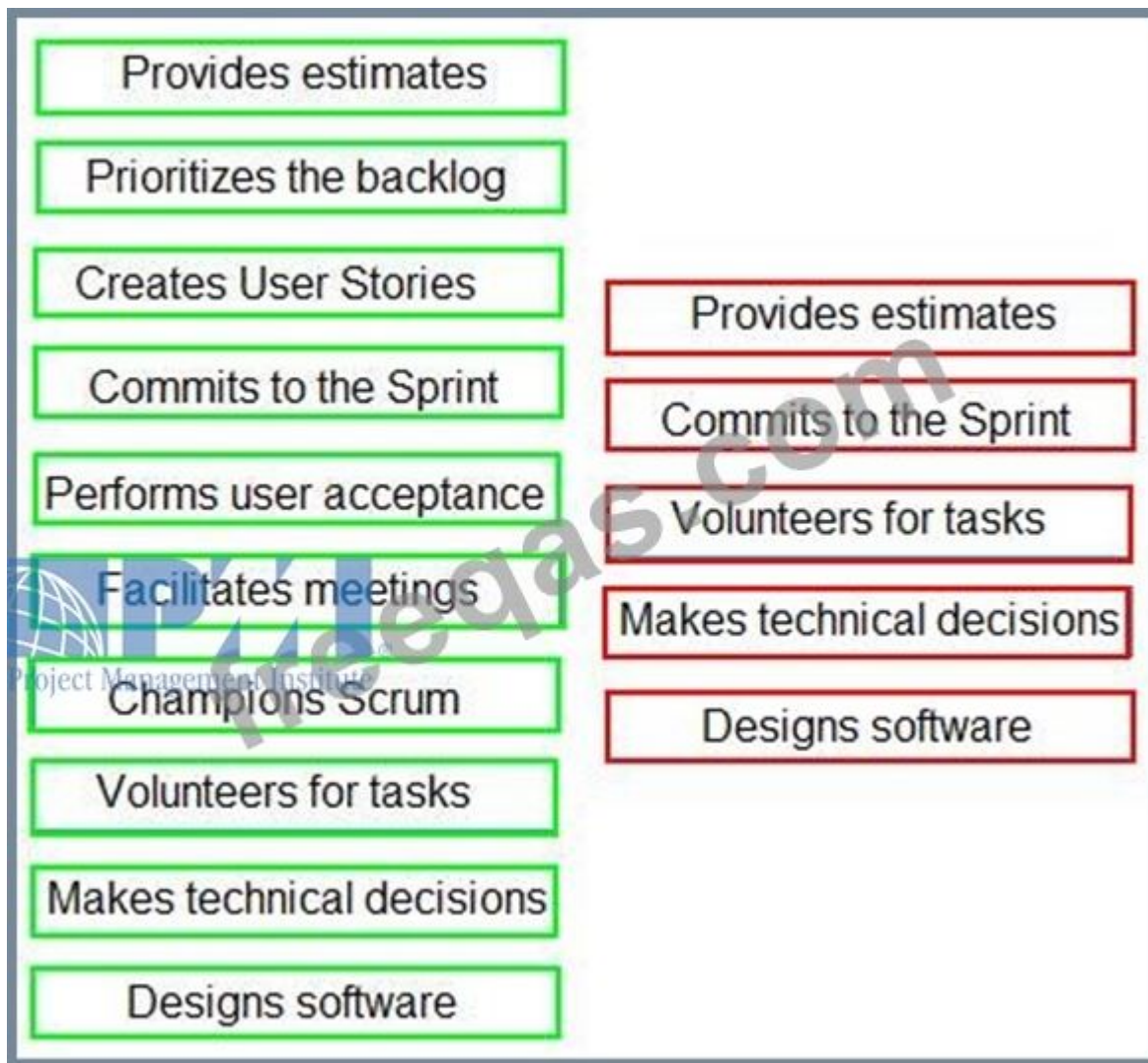
Explanation/Reference:

#### NEW QUESTION: 146

Pick 5 activities that are the responsibilities of the development team in Scrum.

|                           |  |
|---------------------------|--|
| Provides estimates        |  |
| Prioritizes the backlog   |  |
| Creates User Stories      |  |
| Commits to the Sprint     |  |
| Performs user acceptance  |  |
| Facilitates meetings      |  |
| Champions Scrum           |  |
| Volunteers for tasks      |  |
| Makes technical decisions |  |
| Designs software          |  |

Answer:



#### NEW QUESTION: 147

What should the agile practitioner know about tracking velocity?

- A. A team that consistently meets its planned velocity is more efficient than a team that consistently exceeds its planned velocity.
- B. A team with an average velocity of 50 is equally as efficient as a team with an average velocity of 25.
- C. A team that consistently meets its planned velocity is less efficient than a team that constantly exceeds its planned velocity.
- D. A team with an average velocity of 50 is twice as efficient as a team with an average velocity of 25.

Answer: A ([LEAVE A REPLY](#))

#### NEW QUESTION: 148

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

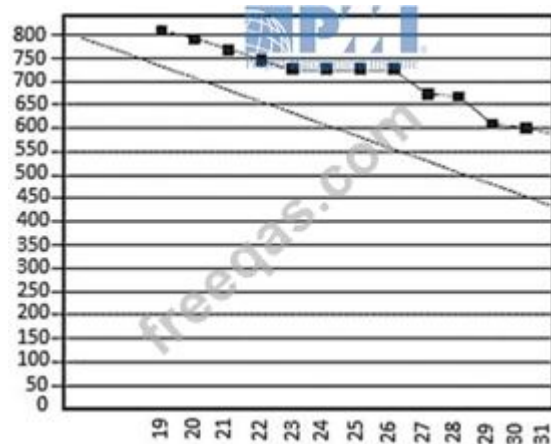
What should the team do?

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

**Answer: D** ([LEAVE A REPLY](#))

#### NEW QUESTION: 149

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



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

**Answer: C** ([LEAVE A REPLY](#))

#### NEW QUESTION: 150

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

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

**Answer: B** ([LEAVE A REPLY](#))

Explanation/Reference:

#### NEW QUESTION: 151

Which XP practice promotes the restriction on overtime?

- A. Sustainable Pace

- B. Pair Programming
- C. Servant Leadership
- D. Small Releases

**Answer:** ([SHOW ANSWER](#))

Explanation

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#### **NEW QUESTION: 152**

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

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

**Answer:** ([SHOW ANSWER](#))

#### **NEW QUESTION: 153**

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

**Answer:** A ([LEAVE A REPLY](#))

#### **NEW QUESTION: 154**

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

**Answer: A ([LEAVE A REPLY](#))**

Explanation

**NEW QUESTION: 155**

Which of the following is NOT true about Retrospective?

- A. It helps to reflect and learn from the past
- B. It allows the team to own and drive their development process
- C. It decides who will work on the next project
- D. It helps decide how team will work in the future

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 156**

Spike solutions are small standalone programs that demonstrate what you've learned. Which of the following types of spike will you use if you need to test an approach to your production code?

- A. Iteration Spikes
- B. Scheduling Spikes
- C. Design Spike
- D. Development Spike

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 157**

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

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

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 158**

The purpose of the iteration retrospective is to:

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

**Answer: D ([LEAVE A REPLY](#))**

Explanation/Reference:

**NEW QUESTION: 159**

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

**Answer: D** ([LEAVE A REPLY](#))

**NEW QUESTION: 160**

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

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

**Answer: (**[SHOW ANSWER](#)**)**

Explanation/Reference:

**NEW QUESTION: 161**

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

- A.** True
- B.** False

**Answer: (**[SHOW ANSWER](#)**)**

Explanation

**NEW QUESTION: 162**

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

- A.** Costs are reduced as the need for conference rooms decreases, and the team can keep track of where members are more accurately.
- B.** 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.

**C.** Communication is improved; wait-time and rework are reduced; barriers between groups break down, and groups gain respect for each other professionally.

**D.** Osmotic communication is reduced; space is used more efficiently; groups work together more effectively, and team dynamics are improved.

**Answer: C** ([LEAVE A REPLY](#))

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