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NEW QUESTION 1
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

NEW QUESTION 2
An organization adopts Agile practices and implements an incremental delivery strategy. If implemented correctly, the company should recognize improved:

A. procurement processes by requiring vendors to ship materials as needed.
B. project cost management by making incremental payments on contracts.
C. customer satisfaction by specifying project shipping dates in the contract.
D. project Return on Investment (ROI) by releasing individual features to market.

Answer: D

NEW QUESTION 3
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.

Answer: C

NEW QUESTION 4
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.

Answer: C

NEW QUESTION 5
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.

Answer: A

NEW QUESTION 6
The advantage of face-to-face collaboration emphasized in eXtreme Programming (XP) is that it:

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

Answer: C

NEW QUESTION 7
When is the ideal time to hold a retrospective?

A. Right after iteration planning
B. Just before iteration planning
C. At the start of the next release
D. During the iteration review/demo

Answer: B

NEW QUESTION 8
A project team estimates that they should complete 30 story points in the current iteration. Partway through the iteration they realize that they will complete 50

story points at their current rate. The team should:

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

Answer: D

NEW QUESTION 9
What is the first thing that a team should do to estimate user stories for a project?

A. Sort the user stories according to priority.
B. Schedule a team meeting to understand them.
C. Define the story points measure.
D. Estimate through function point analysis.

Answer: C

NEW QUESTION 10
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

Answer: B

NEW QUESTION 10
What is a high-level representation of the features or themes that are to be delivered in each release?

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

Answer: B

NEW QUESTION 14
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: B

NEW QUESTION 15
The three questions asked at every Daily Scrum should be: "What have you accomplished since the last Daily Scrum?";"What are you planning to accomplish between now and the next Daily Scrum?"; and:

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

Answer: A

NEW QUESTION 20
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.

Answer: C

NEW QUESTION 21
The best description of the purpose of the daily standup in Agile projects is to:

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

Answer: D

NEW QUESTION 23
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.

Answer: C

NEW QUESTION 28
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.

Answer: A

NEW QUESTION 30
Applying the Pareto rule when prioritizing the Product Backlog means that:

A. features that are lower priority are more likely to slip to the next iteration.
B. the value of a feature is not realized until the feature is complete.
C. more recent requests are usually more important to the business.
D. a small percentage of the work will provide a large percentage of the value.

Answer: D

NEW QUESTION 31
A user story says that a product must be very fast. During the demo, the Product Owner is dissatisfied with the speed of the product. The most likely reason that this occurred is because the user story was:

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

Answer: C

NEW QUESTION 32
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.

Answer: A

NEW QUESTION 34

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

NEW QUESTION 36
A full cycle of design-code-verifyrelease practiced by extreme Programming (XP) teams is called:

A. Story
B. Timebox
C. Iteration
D. Burndown

Answer: C

NEW QUESTION 37
Which best describes the attributes of the IN VEST 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

Answer: D

NEW QUESTION 39
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: B

NEW QUESTION 40
The cost estimation techniques used on Agile projects are:

A. Rule of thumb
B. Bottom-up
C. Parametric
D. Top-down

Answer: D

NEW QUESTION 44
Which of the following techniques best encourages osmotic communication?

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

Answer: D

NEW QUESTION 46
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

NEW QUESTION 49
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

NEW QUESTION 52
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.

Answer: B

NEW QUESTION 57
Following chart lists stories for a release of an Agile project;

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

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

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

Answer: A

NEW QUESTION 62
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.

Answer: C

NEW QUESTION 64
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: B

NEW QUESTION 65
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

NEW QUESTION 69
The team estimation game method mainly consists of a:

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

Answer: A

NEW QUESTION 72
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.

Answer: B

NEW QUESTION 77
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

NEW QUESTION 81
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.

Answer: C

NEW QUESTION 83
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.

Answer: B

NEW QUESTION 85
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.

Answer: A

NEW QUESTION 88
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

NEW QUESTION 91
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

NEW QUESTION 96
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.

Answer: A

NEW QUESTION 100
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.

Answer: B

NEW QUESTION 103
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

Answer: C

NEW QUESTION 108
Scrum practices are facilitated by the:

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

Answer: A

NEW QUESTION 111
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.

Answer: B

NEW QUESTION 116
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.

Answer: B

NEW QUESTION 121
Spike solutions are appropriate when:

A. the business requirements are vague or inadequate for an iteration.
B. a technology is understood well and has been used for a while, but needs a problem to be debugged.
C. there is insufficient time to refactor, but there is a need to resolve a specific problem.
D. a specific technicalQUESTION NO:needs to be answered, stopping work on the spike as soon as it answers that question.

Answer: D

NEW QUESTION 122
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.

Answer: A

NEW QUESTION 124
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, whatdidn'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.

Answer: A

NEW QUESTION 129
Which management style does Agile advocate?

A. Task
B. Team
C. Product
D. Performance

Answer: B

NEW QUESTION 133
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.

Answer: C

NEW QUESTION 136
Which of the following is most appropriate to always participate in Planning Poker?

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

Answer: C

NEW QUESTION 140
Which technique is used by a project team to estimate the amount of work that can be done per iteration?

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

Answer: A

NEW QUESTION 144
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

NEW QUESTION 147
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

Answer: C

NEW QUESTION 150
Estimating costs for an Agile project starts with which of the following types of meetings?

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

Answer: C

NEW QUESTION 153
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

NEW QUESTION 157
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).

Answer: A

NEW QUESTION 159
What is one of the benefits of incremental delivery?

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

Answer: A

NEW QUESTION 164
For a "caves and commonroom 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.

Answer: D

NEW QUESTION 168
When facilitated and managed well, the primary benefits of a project retrospective should be to:

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

Answer: D

NEW QUESTION 173
A "Scrum of Scrums" meeting is:

A. Another name for the daily standup project meeting in a Scrum team.
B. Amechanism that coordinates multiple teams working on a single project.
C. Aproject meeting that happens twice every day across the Scrum teams.
D. An occasional leadership meeting that provides direction to multiple Scrum teams.

Answer: B

NEW QUESTION 175
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

Answer: B

NEW QUESTION 180
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