

## PMI-ACP.211q

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### PMI-ACP



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**Exam A**

**QUESTION 1**

The most powerful capability of Scrum teams is that they:



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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



## QUESTION 2

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 3**

What is the responsibility of an extreme Programming (XP) customer role?

- A. Testing the daily increments of the software developed
- B. Writing the stories and acceptance tests for each story
- C. Planning and task allocation for the developer and tester
- D. Interacting closely with users and representing the XP team

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 4**

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



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 5**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 6**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



#### **QUESTION 7**

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.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 8**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 9

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

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



**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 10

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

- A. it is impossible to compare two separate teams on points alone.
- B. Team B's points will match Team A if Team B gets more senior engineers.
- C. Team B must have help self-organizing so their points match Team A.
- D. Team B's points will increase if the Product Owner becomes more involved.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 11**

Acceptance tests of user stories are specified by the:

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



#### **QUESTION 12**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 13**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 14

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### QUESTION 15

The team estimation game method mainly consists of a:

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

**Correct Answer:** A

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 16**

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

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

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 17**

What is one of the benefits of incremental delivery?

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

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 18**

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



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- C. Development effort
- D. Dependencies

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



#### QUESTION 19

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 20**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 21**

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

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



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 22**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 23**

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

- A. Monte Carlo Analysis.
- B. Portfolio Management.
- C. Delphi Technique.
- D. Progressive Elaboration.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 24**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 25**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 26**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 27**

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

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

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

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



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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 28**

Agile communication is effective because:

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 29**

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.

**Correct Answer:** B

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 30**

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

- A. Qualitatively analyze the probability of a risk occurring.
- B. Track progress on risk reduction of technical risks.
- C. Document the external risks that could impact the project.
- D. Illustrate the project risk profile and new and changing risks.

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 31**

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

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

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 32**

Risk exposure is the:

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

### QUESTION 33

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

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



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

### QUESTION 34

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 35**

What are three processes used to begin an Agile project?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 36**

eXtreme Programming (XP) teams strive to avoid:

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 37**

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

- A. Domain Expert
- B. Product Owner





- C. ScrumMaster
- D. Coach

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 38**

A common estimation unit for Agile projects is:

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 39**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 40**

Velocity is the:

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 41**

A ScrumMaster:

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



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 42**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 43**

How is the participatory design process characterized?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 44**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 45**

The purpose of the iteration retrospective is to:

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 46**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 47**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 48**

How does Empirical Process Control support Agile methodologies?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 49**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 50**

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

- A. Cost containment
- B. High volume of communication

- C. Shared knowledge
- D. Culture of collaboration

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 51**

Retrospectives provide an opportunity for the team to:

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

**Correct Answer:** A

**Section:** (none)

**Explanation**



**Explanation/Reference:**

Explanation:

#### **QUESTION 52**

Scrum practices are facilitated by the:

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 53**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 54**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 55**

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

- A. Velocity measurement
- B. Relative prioritization
- C. Planning Poker

D. Release planning

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 56**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



#### **QUESTION 57**

Team velocity is used to:

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 58**

An Agile team best ensures product quality through:

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 59**

The Kaizen philosophy is change:

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



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 60**

Which is NOT a Scrum Role?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 61**

For a one month Sprint, what is the recommended duration of the Sprint Planning meeting?

- A. 2 sessions – 8 hours
- B. 1 Session – 4 hours
- C. 3 hours
- D. Decided by the Team

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 62**

What is the definition of velocity?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 63**

In which meeting do you capture lessons learned?



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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 64**

Who developed extreme programming (XP)?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 65**

Which is NOT a role on an XP team?

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

**Correct Answer:** C

**Section:** (none)

**Explanation**



**Explanation/Reference:**

**QUESTION 66**

Which is NOT a principle of Lean?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 67**

Kanban means \_\_\_\_\_ in Japanese?

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



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 68**

Which is the first step in setting up Kanban?

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

D. Lay out a visual Kanban board

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 69**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 70**

Project X has an IRR of 12%, and Project Y has an IRR of 10%. Which project should be chosen as a better investment for the organization?

- A. It depends on the payback period
- B. Project Y
- C. Project X
- D. Project or Y, depending on the NPV

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 71**

What is a product roadmap?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 72**

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



<https://vceplus.com/>

- C. Product backlog
- D. Sprint backlog

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 73**

The acronym MoSCoW stands for a form of:

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 74**

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 75**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 76**

Highly visible project displays are called:

- A. Project radiators
- B. Information refrigerators
- C. Information radiators
- D. Project distributors

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 77**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 78**

Wireframe models help Agile teams:

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 79**

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

- A. Task, User, Story, Feature, Theme
- B. Theme, Epic, User Story, Task
- C. User Story, Epic, Theme, Feature
- D. Goal, Epic, Activity, User Story



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 80**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 81**

Self-organizing teams are characterized by their ability to:

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 82**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 83**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 84**

Who typically has the best insight into task execution?

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



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 85**

A servant leadership role includes:

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

**Correct Answer:** A

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 86**

All of the following are TRUE about communicating on distributed teams EXCEPT:

- A. Should consider instant messaging tools
- B. Should have an easier Storming phase
- C. Need to spend more effort communicating
- D. Have a higher need for videoconferencing

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**



**QUESTION 87**

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

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

**Correct Answer: ABCD**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

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

**QUESTION 88**

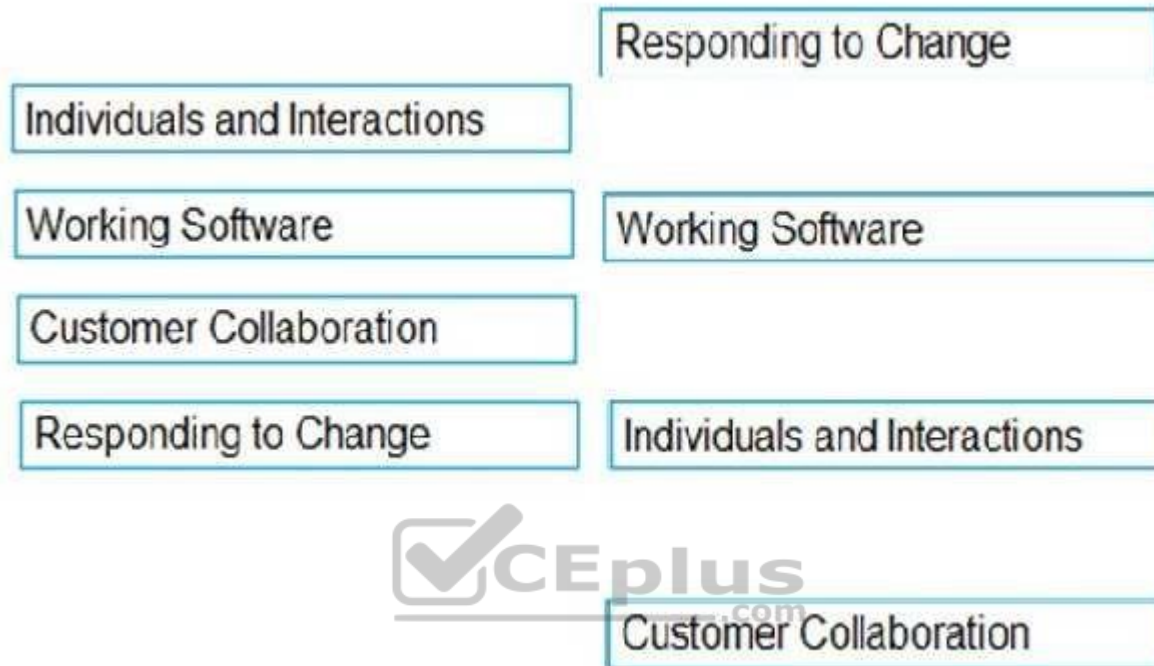
DRAG DROP

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

**Select and Place:**

	Following a Plan
Individuals and Interactions	
Working Software	Comprehensive Documentation
Customer Collaboration	
Responding to Change	Processes and Tools
	Contract Negotiation

**Correct Answer:**



**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

Individuals & Interactions - Process and Tools

Working Software - Comprehensive Documentation

Customer Collaboration - Contract Negotiation

Responding to Change - Following a Plan

**QUESTION 89**

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

A. 1 hour, 15 minutes

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

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

**Explanation/Reference:**

#### **QUESTION 90**

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

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

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

**Explanation/Reference:**

#### **QUESTION 91**

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

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

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



**Explanation/Reference:**

**QUESTION 92**

Traditional project management uses requirement decomposition. This can be comparable to \_\_\_\_\_ of Agile User Stories.

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

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 93**

In Agile, \_\_\_\_\_ is the primary measure of progress:

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



**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 94**

User Stories are:

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



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 95**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 96**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 97**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 98

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

**The story sizes were:**

**Story A = 8 Points**

**Story B = 1 Points**

**Story C = 5 Points**

**Story D = 3 Points**



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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### QUESTION 99

Suppose 8 new members joined the development team, and the team size is now 15. The daily Scrum is getting noisy and exceeding the 15 minutes time-box.

What is the most effective way to address this situation?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 100**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 101**

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

**Story 1 = 3 Story Points**

**Story 2 = 4 Story Points**

**Story 3 = 3 Story Points**

**Story 4 = 1 Story Points**

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

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 102**

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

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

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 103**

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

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

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### QUESTION 104

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

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

**Correct Answer:** C

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### QUESTION 105

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

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 106**

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

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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 107**

All of the following are metrics used in Agile except:

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

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 108**

Alistair Cockburn created the Crystal Family of Agile Methods, all of whose names contain colors of quartz crystals taken from geology. What two characteristics of an Agile project are used to determine the color of the Crystal method?

- A. Size and complexity
- B. Duration and complexity



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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 109**

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

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

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**



#### **QUESTION 110**

One of the major tools and techniques used in Lean Software Development is Value Stream Mapping. What is the primary purpose of value stream mapping?

- A. To improve business processes
- B. To identify and eliminate waste
- C. To ensure product quality
- D. To increase customer value

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 111**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 112**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 113**

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

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



A.

D. lower, higher

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 114**

A technique in which a team collaboratively discusses acceptance criteria and then distills them into a set of concrete tests before development begins is called:

A. Feature Driven Development (FDD)

B. Acceptance Test Driven Development (ATDD)

C. Test Driven Development (TDD)

D. User Story workshops

**Correct Answer:** B

**Section:** (none)

**Explanation**



**Explanation/Reference:**

#### **QUESTION 115**

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

A. A pull system

B. Push system

C. Critical path

D. Sprint backlog

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 116**

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

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

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 117**

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

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

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 118**

Which of the following is NOT a characteristic of an Agile plan?

- A. Follows rolling wave planning approach
- B. Are top down

- C. Easy to change
- D. Shows dependencies of one task to others

**Correct Answer:** D **Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 119**

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

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

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**



#### **QUESTION 120**

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

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

**Correct Answer:** ABC

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 121**

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

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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 122**

Which of the following is NOT one of the 5 common conflict types?

- A. Compensation anxiety
- B. Lack of role clarity
- C. Difference in prioritizing tasks
- D. Working in silos
- E. Waiting on completion of task dependencies
- F. Lack of communication



**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 123**

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

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

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 124**

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

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

**Correct Answer:** ABCD

**Section:** (none) **Explanation**

**Explanation/Reference:**

Explanation:

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



**QUESTION 125**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 126**

DRAG DROP

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.

**Select and Place:**

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 locus
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.

**Correct Answer:**

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

**Section: (none) Explanation**

**Explanation/Reference:**

Explanation:

We deliver reliable results - By engaging customers in frequent interactions & shared ownership

We expect uncertainty - And manage for it through iterations, anticipation & adaptation

We boost performance - Through group accountability for results & shared responsibility for team effectiveness

We improve effectiveness and reliability - Through situationally specific strategies, processes & practices

We unleash creativity and innovation - By recognizing that individuals are the ultimate source of value

We increase our return on investment - By making continuous flow of value our focus

**QUESTION 127**

All of the following are attributes of the definition of “Done”, EXCEPT:

- A. It is a static artifact
- B. It is an audible checklist
- C. It is a primary reporting mechanism for team members on User Story progress
- D. It is crucial to a high-performing team

**Correct Answer:** A

**Section:** (none) **Explanation** **Explanation/Reference:**

**QUESTION 128**

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

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

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 129**

DRY is an acronym for which Agile development principle?

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

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 130**

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

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

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

**Explanation/Reference:**



#### **QUESTION 131**

Emotional intelligence includes all of the following except:

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

**Correct Answer:** C

**Section:** (none) **Explanation**



**Explanation/Reference:**

**QUESTION 132**

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

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

**Correct Answer: B**

**Section: (none) Explanation Explanation/Reference:**

**QUESTION 133**

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

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

**Correct Answer: D**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 134**

The Kano Model supports what Agile planning activity?

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

**Correct Answer: B**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 135**

Process Tailoring is the iterative approach implementing your SDLC process.

- A. True
- B. False

**Correct Answer: A**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 136**

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

- A. True
- B. False

**Correct Answer: A**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 137**

Which is the process of continuously improving and detailing a plan as more detailed and specific information and more accurate estimates become available as the project progresses?

- A. Process Tailoring
- B. Pareto Analysis
- C. Progressive Elaboration
- D. Open Space Planning

**Correct Answer: C**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 138**

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

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

**Correct Answer: B**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 139**

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

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

**Correct Answer: A**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 140**

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

- A. Extreme persona
- B. Wireframe

- C. System metaphor
- D. Simple design

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 141**

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

The horizontal axis shows a high level overview of the system under development and the value it adds to the users. The vertical axis organizes detailed stories into releases according to importance, priority, etc.

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

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 142**

Which XP practice promotes the restriction on overtime?

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

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**



**QUESTION 143**

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

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

**Correct Answer:** C

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 144**

Agile development prevents technical debt.

- A. True
- B. False

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 145**

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. Escaped defects
- B. Verification and validation results
- C. Technical debt
- D. Intrinsic quality

**Correct Answer:** C

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 146**

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

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

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 147**

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

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



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

**Explanation/Reference:**

**QUESTION 148**

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

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

**Correct Answer:** C

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 149**

Question: Which of the following BEST describes ROTI?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 150**

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

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



**Correct Answer:** C

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 151**

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

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 152**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 153**

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

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

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 154 DRAG DROP**

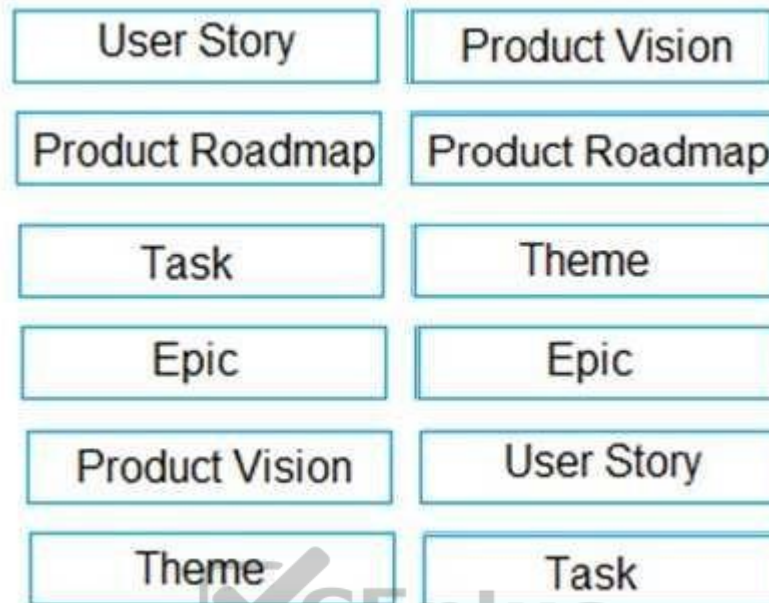
What is the order the hierarchy of product definition?



Select and Place:

User Story	
Product Roadmap	
Task	
Epic	
Product Vision	
Theme	

Correct Answer:



**Section: (none) Explanation**

**Explanation/Reference:**

Explanation:

Top to bottom as written

Product Vision

Product Roadmap

Theme

Epic

User Story Task

**QUESTION 155**

What Agile planning artifact is updated minimally once a year by the Product Owner?

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

- D. Sprint Plan
- E. Daily Plan

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 156**

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

- A. Product Vision
- B. Product Roadmap



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- C. Release Plan
- D. Sprint Plan
- E. Daily Plan

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 157**

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

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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 158**

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

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



**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 159**

What does Scrum mean by Transparency?

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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 160**

When does Adaptation occur in Scrum?

- A. At the Sprint Review
- B. During Sprint Planning
- C. In the daily Scrum
- D. At all four formal Scrum events
- E. As Part of the Sprint Retrospective

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 161**

Who is NOT part of the Scrum Team?

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



**Correct Answer:** C

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 162**

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

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 163**

Scrum is both an iterative and incremental Agile process.

- A. True
- B. False

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 164**

When does Inspection occur?

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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 165**

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

- A. True
- B. False

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



**Explanation/Reference:**

**QUESTION 166**

Who is responsible for maximizing the value of the product?

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

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

**Explanation/Reference:**

**QUESTION 167**

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

- A. True
- B. False

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

**Explanation/Reference:**

**QUESTION 168**

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

- A. True
- B. False

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

**Explanation/Reference:**

**QUESTION 169**

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

- A. True
- B. False

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

**Explanation/Reference:**

**QUESTION 170**

The optimum size of the Scrum Team is:

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

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



**Explanation/Reference:**

**QUESTION 171**

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

- A. True
- B. False

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

**Explanation/Reference:**

**QUESTION 172**

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



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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 173**

Which one of the following is NOT a Scrum Event?

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



**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 174**

A new Sprint starts immediately following the previous Sprint.

- A. True
- B. False

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 175**

Sprints lengths can vary each Sprint as long as they don't exceed a month.

- A. True
- B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 176**

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

**Select and Place:**

Sprint Retrospective	
Daily Scrum	
Sprint Planning	
Sprint Review	

**Correct Answer:**



**Section: (none) Explanation**

**Explanation/Reference:**

Explanation:

In order as shown.

Sprint Planning

Daily Scrum

Sprint Review

Sprint Retrospective



#### **QUESTION 177**

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

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

**Correct Answer: A**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 178**

The Scrum Team and Development Team are the same thing.

- A. True
- B. False

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 179**

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

- A. True
- B. False

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 180**

Who can cancel a Sprint?

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

**Correct Answer:** C

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 181**

What is a time-boxed event?

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

**Correct Answer:** C

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 182**

When is a Sprint finished?

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

**Correct Answer:** C

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 183**

Who updates work remaining during the Sprint?

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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**



**QUESTION 184**

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

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

**Correct Answer:** CDF

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 185**

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

- A. Project Manager
- B. Scrum Master
- C. Product Owner
- D. No Scrum role

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 186**

How long is a Sprint Review?

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

**Correct Answer:** C

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 187**

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

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

**Correct Answer: D**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 188**

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

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

**Correct Answer: D**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 189**

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

**Correct Answer: B**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 190**

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

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

**Correct Answer: C**

**Section: (none) Explanation**

**Explanation/Reference:**



**QUESTION 191**

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

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

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

**Explanation/Reference:**

**QUESTION 192**

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

- A. The Product Owner can clarify the backlog during the Sprint



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

**Correct Answer:** AC

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 193**

Who creates the Sprint Goal?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**



**Explanation/Reference:**

#### **QUESTION 194**

In Scrum, the development team decides which events or ceremonies take place during a Sprint.

- A. True
- B. False

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 195**

The Scrum Master is a participant in the Sprint Retrospective.

- A. True
- B. False

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 196**

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

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 197**

The Project Manager plays the following role in Scrum:

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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 198**

Scrum dictates the use of User Stories.

- A. True
- B. False

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 199**

Scrum is a software development methodology.

- A. True
- B. False

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**



#### **QUESTION 200**

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

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

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 201**

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

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

**Correct Answer:** D

**Section:** (none) **Explanation**

**Explanation/Reference:**

#### **QUESTION 202**

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

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



#### **QUESTION 203**

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

**Scoping**

**Planning**

**Launching**

**Monitoring & Controlling**

**Closing**

- A. True
- B. False

**Correct Answer:** A

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 204**

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

- A. Does not waste time on non-value-added work
- B. Does not waste time planning uncertainty
- C. Cannot identify what will be delivered at the end of the project
- D. Avoids all management issues processing scope change requests

**Correct Answer: C**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 205**

Classes of Services in Kanban are used to:

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

**Correct Answer: B**

**Section: (none)**

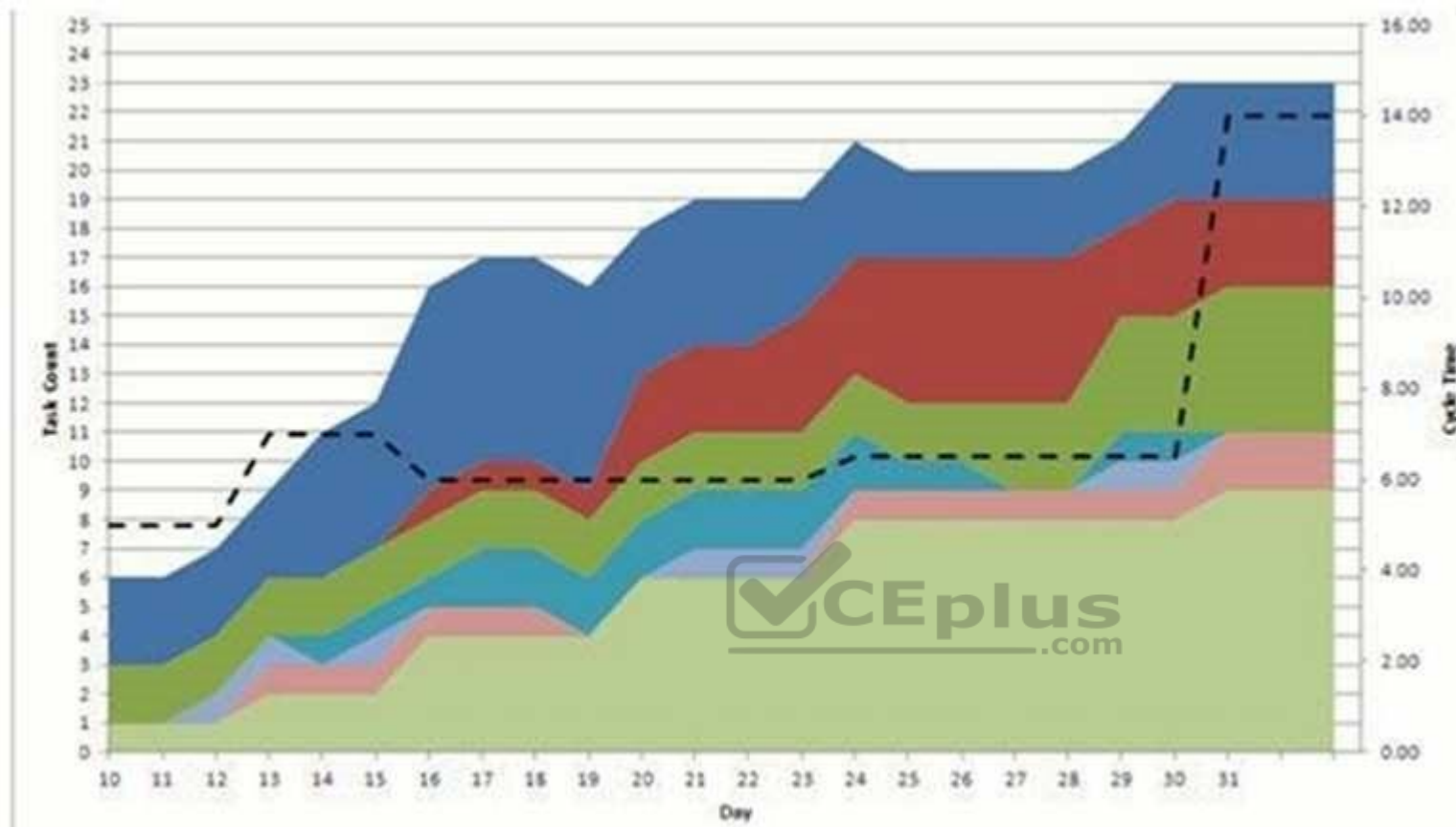
**Explanation**

**Explanation/Reference:**

**QUESTION 206**

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





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

**Correct Answer: C**

**Section: (none) Explanation**

**Explanation/Reference:**

**QUESTION 207**

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

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

**Correct Answer:** B

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 208**

Which of the following is NOT a prioritization technique?

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



**Correct Answer:** E

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 209**

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

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

**Correct Answer:** ACD

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 210**

"Fail Sooner" is a benefit of Incremental Development.

- A. True
- B. False

**Correct Answer:** A

**Section:** (none) **Explanation**

**Explanation/Reference:**

**QUESTION 211**

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

- A. True
- B. False

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**



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