VCEûp

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Exam A

QUESTION 1
During an iteration, an agile team discovers infrastructure requirements that were not initially considered. What should the team do to effectively manage this?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 2
The scrum master for a large project must provide an estimate of what can be delivered in six months. What should the scrum master do?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 3
An agile team has been in place for five years and the customer is satisfied with the team's performance and deliverables. Now that the product is built and delivered, the customer is considering the future role of the Scrum Master. What should the customer do?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 4
A product that recently went to market is receiving a great deal of attention from upper management who expresses interest by directly emailing and calling the developer team. The team expresses frustration during a standup. What should the Scrum Master do?

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

Correct Answer: A
Section: (none)

Explanation

Explanation/Reference:

QUESTION 5
A scrum team has conducted regular retrospectives to discuss immediate concerns and the implementation of improvement actions. Despite this, after a few iterations, the same concerns resurface.
What should the team have done to improve retrospective outcomes?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 6
During a six-week iteration, an issue is identified by a team member. After analysis, the team member determines that it will take at least two weeks to resolve. What should the team member do?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 7
What should the agile practitioner know about tracking velocity?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 8
After seeing the planned features for an upcoming release, a customer notes that a vitally important and complex one is missing. The team estimates that this feature significantly exceeds its average velocity.
How can this issue be resolved?

A. Break down the feature into smaller parts, and commit to completing the minimum viable product.
B. Complete the iteration to which they have already committed, and include the feature in the next release.
C. Change the planned features to include only the vitally important one.
D. Extend the iteration to complete the feature.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 9
A company president is concerned about the impact of a natural disaster on the company. How should management identify areas to apply its resources and mitigate potential impacts?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 10
As user stories are developed, what should be done to record and update acceptance criteria?

A. Add more user stories.
B. Use sprint retrospectives.
C. Update current user stories.
D. Update new tasks in the project plan.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 11
During product development, changes in technology and regulations require the team to reassess product architecture. How should this technical debt be captured?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 12
Business stakeholders of an agile project frequently skip the review meetings. What should the agile practitioner do?

A. Ask the product owner to inform all stakeholders about the project's progress.
B. Send meeting notes to all stakeholders after each review meeting.
C. Include the results of the review meetings in the information radiators.

D. Convince the stakeholders of the benefits of attending the review meetings.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 13
An agile project has three more iterations before the release. There is a lot of report functionality to be created and defects to be cleared. During a daily scrum, a team member suggests a timebox spike to find a more efficient way to deliver reports.
What should the project leader do?

A. Encourage the team to self-organize and determine how to best complete their existing work and this spike.
B. Encourage the team to complete their just existing work since the team velocity indicates they are already struggling to meet the release goal.
C. Direct the team to defer the spike until the next release and add the action on the backlog for prioritization.
D. Direct the team to work on the spike immediately given the importance of reporting functionality to complete the iteration.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 14
Following a successful product release, senior management asks an agile team how to improve the value of the product for the next release. What should the team do?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 15
After three iterations, it is identified that a project's underlying security structure architecture is unstable. While there is a technical solution, all work to date is flawed. This will impact several future business service offerings.
What should the product owner do to resolve this?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 16
A project team identifies a number of technical challenges with features in the next sprint. What should they do?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 17
A company is moving into a new space and is determining the best configuration for offices. The management team is also considering moving to an agile process. What advice should an agilist give?

A. Arrange the office space to allow co-location of development teams and centrally located information radiators.
B. Isolate each development team to reduce all outside distractions.
C. Ensure management understands the need for isolation to allow for concentration.
D. Define the agile method the company will be using, and implement the office configuration based upon that method.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 18
Prior to a retrospective, discussions among team members indicate conflict. An agile practitioner wants to ensure an open and safe environment during the retrospective. What should the agile practitioner do?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 19
During a daily stand up, the tester engages the developer in a discussion about what will be tested during unit testing versus regression testing. What should the scrum master do?

A. Ask the tester and developer to discuss it after the meeting, since it is not a part of the daily stand up.
B. Encourage the discussion to resolve impediments.
C. After the meeting, escalate this issue to the tester's supervisor to ensure that this does not reoccur.
D. Ask more questions about the testing techniques to obtain clarification on team efforts for quality improvements.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 20

An agile team provides feedback that user stories include insufficient details to understand the requirements. What should the agile practitioner do?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 21
Agile team A struggles to deliver committed stories due to technical dependencies with team B, which continuously fails to meet its delivery commitments. What should the agile team lead do?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 22
Two teams have received project requirements and completed estimates. Team A estimates 420 story points for scope and 30 story points for velocity per sprint. Team B estimates 280 story points for scope and 20 story points for velocity per sprint. Both teams have same number of team members and have an assumed sprint duration of 2 weeks.
What can an agile practitioner conclude about team A and team B's estimates?

A. Team B has underestimated scope compared to team A.
B. Team A is more confident in delivering velocity than team B.
C. Both teams need to indicate their proposed technology before the estimates can be analyzed.
D. Both teams have estimated the project to be of same size.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 23
Unable to meet a sprint's committed velocity, an agile team approaches the agile coach to define the next sprint's velocity. What should the agile coach advise?

A. Split each story into multiple stories to meet the desired velocity.
B. Set the velocity to the delivered story points of the last sprint.
C. Use different estimation methods for stories and defects to meet the desired velocity.
D. Re-estimate by assigning more story points to smaller stories to increase the velocity.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 24
At the retrospective, the burndown chart shows that the project is slightly behind schedule. The project team identifies an inexperienced software engineer as the source of reduced velocity-How should the project team address this issue?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 25
A globally distributed project team is using email and phone calls as the only way to share information. Delays in resolving issues often occur due to misinterpreted communications, leading to a lower team velocity.
What steps should the project leader take to improve knowledge sharing?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 26
During a sprint, the team encounters a technical problem that becomes an impediment to completing two stories. What should the scrum master do?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 27
A seven-member agile team's composition varies considerably in age, gender, culture, personality type, and professional background. When planning a team-building event, what type of interpersonal skills should the project leader use?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 28
A Scrum Master would like to provide information to key stakeholders on the daily resource and project activities. Which tool should the Scrum Master use to provide these updates?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 29
An agile team is working well together, but productivity has been flat. What can the project leader do to help them improve performance?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 30
An agile team discovers a new risk and identifies that its impact may be severe. What should an agile practitioner recommend?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 31
What should a team consider when calculating the effort needed to complete a product backlog?

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

Correct Answer: D
Section: (none)

Explanation

Explanation/Reference:

QUESTION 32
A product owner concludes that the majority of a project's value can be delivered by completing only the first half of the prioritized backlog. What should the product owner do next?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 33
A team is transitioning from a predictive approach to an agile approach. Historically, the team has delivered work products that did not meet customer expectations. What agile practice can help the team to alleviate this?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 34
While attending a conference, an agile practitioner learns of a new user interface (UI) framework that could benefit the team. What should the agile practitioner do next?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 35
How can an agile team working on a new product ensure alignment with external stakeholders?

A. Ask the product owner to provide a detailed product specification document.
B. Conduct story-mapping exercises to clarify deliverables and release priorities.
C. Hold a kick-off meeting to assign roles and responsibilities.
D. Work with the scrum master and stakeholders to ensure agile principles are followed.

Correct Answer: C

Explanation/Reference:

QUESTION 36
A team identifies the number of threats and lists them in the order in which they were identified.
After analyzing a cause-and-effect diagram, the ownership of the threats and their treatment is assigned, and a number of risk cards are placed on the Kanban board.
What approach should be used to manage these threats?

A. Create a risk register detailing the threats, their causes, and their treatment strategies; and complete ownership to provide tighter risk control and a stakeholder communication tool.
B. Focus on the threats during the daily stand up and ensure they are visible to the entire team and other interested parties.
C. Prioritize the risks based on their criticality and timing, and track actions to closure.
D. Ensure that the prioritization of threats is complete, and that ownership actions are assigned and visible to everyone.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 37
A mature agile team welcomes a new member. Due to poor experiences with a previous team, the new member is reluctant to communicate.
What should the agile project leader do?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 38
An executive requests information regarding a sprint status. What action should the product owner take?

A. Invite the executive to the standup.
B. Direct the executive to the information radiator.
C. Personally meet with the executive.
D. Email the requested information to the executive.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 39
While reviewing the sprint burn down during a stand up. the scrum team identifies that they have fallen behind. Upon further discussion, they discover that some quality assurance (QA) team members were unable to use the new automation framework, which caused a bottleneck.
What should the scrum team do?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 40
How can a scrum team obtain more feedback from a minimally responsive outside stakeholder?

A. Keep sprints short.
B. Invite the stakeholder to the daily stand ups.
C. Ask the stakeholder for estimates for each user story.
D. Schedule more demos during each sprint.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 41
An agile team lead is assigned to a project that must ensure data security. What should the team lead do to guarantee that security, as a non-functional requirement, is managed throughout the project?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 42
A scrum master is part of a project team using technologies overseen by the IT department. The IT director oversees several company initiatives and is unfamiliar with the details of each one.
As an active project stakeholder, to which meeting should the IT director be invited?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 43

What estimation technique is an agile team using when collectively estimating the relative size of its stories using story points?

A. Parametric
B. One-to-one comparison
C. Affinity
D. Planning poker

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 44
A team is delivering work as per the sprint plan, and team velocity is stabilized. However, at the end of the release, the customer is dissatisfied with project quality. What should the agile project manager have done to avoid this?

A. Invited end customers to attend the stand ups
B. Organized design review sessions with the customer to obtain sign-off
C. Held regular meetings with the product owner and project team to elicit detailed business requirements
D. Conducted frequent review meetings with the customer to continually enhance delivery effectiveness

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 45
A project sponsor is upset that an enhancement will be unavailable until next year. What should the product owner do?

A. Accept responsibility for the product's delay.
B. Ensure that the project sponsor's priorities are in the product backlog.
C. Negotiate with the project sponsor for increased funding.
D. Empower the project sponsor to manage the product backlog.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 46
A product owner with experience in a predictive approach wants the team to develop very detailed schedules and cost estimates for the next 10 sprints. What should the Scrum Master do?

A. Suggest the product owner start by focusing on the next 2 sprints instead of 10
B. Spend the first few sprints to develop detailed schedules and budgets
C. Invite the product owner to the retrospective to explain the team's approach to schedule and budget
D. Explain that detailed project schedules and budgets are not artifacts in agile projects

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 47
After completing the release plan, the team realizes that the project is very likely to have a negative ROI. What should the team do?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 48
During a sprint review, the product owner identifies a required improvement for a feature's user interface (UI) delivered during the sprint. What should the product owner do next?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 49
An event management team is following an agile approach to prepare for an upcoming conference.
The regional sales manager, from where the conference is to be held, contacts the team with a number of questions about the company's booth.
What should the team do?

A. Inform the sponsor about the regional sales manager's disruptiveness and ask that all questions be diverted to the weekly meetings.
B. Stay focused on the current iteration and let the project manager deal with the regional sales manager's questions.
C. Invite the regional sales manager to the next iteration review to share the progress.
D. Create a risk on the risk register to account for some potentially new requirements from the regional sales manager.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 50
After a successful product deployment, a key stakeholder informs an agile team member that an implemented feature is failing to deliver its expected business value. The team member replies that the requirement was provided by the customer, and that the scope was clearly met.
If the problem were an issue of requirement elicitation rather than delivery, what should have been done to avoid this situation?

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

Correct Answer: A
Section: (none)