60 Domande di Esame

PMI-ACP®

Se rispondi correttamente almeno all’80% delle seguenti 60 domande, hai buone probabilità di superare l’esame vero. Dopo aver risposto, vedi qui le soluzioni.

1) Who is responsible for analysing the project performance and identifying the corrective and preventive actions?
   A. Scrum Master
   B. PO
   C. Team
   D. Sponsor

2) What is a typical duration of releases in agile projects that are catering to new product development?
   A. 24 months to 36 months
   B. 1 Month to 3 Months
   C. 3 Months to 12 months
   D. 1 week to 6 weeks

3) During the daily stand-up meeting some of the team members are frequently taking calls on their mobile. Having a ground rule of no mobile phones during daily stand-up can enhance effectiveness of daily stand-up, who should create and enforce this rule?
   A. Scrum Master
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4) It’s easy to get carried away during programming and put in code “just in case.” By following ............... you give yourself a focus for your coding. Which of the following completes the statement BEST?
   A. Pair Programming
   B. Emergent Design
   C. Test First Development
   D. Refactoring
5) In high-performance teams, “the leaders managed the……… and the ……………… managed the team.” Which word listed properly completes this?
A. Task list
B. To do list
C. Principle
D. Work

6) A visual control used in Lean to represent the velocity of business solutions delivered is:
A. Business Value Delivered Chart
B. Iteration Burn-Down Chart
C. Product Backlog
D. Lean Portfolio

7) According to Agile Manifesto, how the best architectures can emerge?
A. By continuously taking feedback from Product Owner
B. Selecting highly qualified people for project work
C. Self-organizing teams
D. Short sprint cycle

8) Company xyz wants to start a new project to meet its strategic objective and needs around 25 members for this new project. What is the best way to organize the team for this new project?
A. One big scrum team of 25 members
B. Allow the team decide how they want to split the work
C. Form 5 teams with 5 members in each team
D. Practice Scrum-of-Scrums

9) Which of the following is NOT an XP Practice?
A. Sit together
B. Slack
C. Energized Work
D. Technical debt

10) Which of the following is a product backlog item?
A. The payment interface may get delayed because of the dependency
B. Create UI for Search Job User Story
C. Move to the latest version of Oracle
D. Create database scripts for Search job User Story
11) **Testers on an XP team does all of the following work EXCEPT**
   A. Write automated system-level tests in advance.
   B. Coach programmers on testing techniques.
   C. Helping in defining what will constitute an acceptable functioning of the system.
   D. Writing Acceptance Criteria of User Stories.

12) **Which type of risk analysis agile team uses to rank risks by evaluating their probability of occurrence and impact?**
   A. Risk Burndown Chart
   B. Assumptions analysis
   C. Qualitative analysis
   D. Quantitative analysis

13) **Which of the following is true about the Empirical Process control?**
   A. It is applied when the underlying mechanisms are reasonably well understood.
   B. It gives a cost advantage where the product can be priced as a commodity.
   C. It is applied when the underlying mechanisms are complex and not well understood.
   D. It’s a process that repeatable and produces acceptable quality output.

14) **Who determines how much of the product backlog can be delivered in the upcoming sprint?**
   A. Product Owner
   B. Scrum Master
   C. Team
   D. Project Manager

15) **Sequential process has a well-defined set of milestones. These milestones provide managers checkpoints. Which of the following can work as a checkpoint for management in an agile process?**
   A. Daily Stand-up
   B. Iteration Review
   C. Release Planning
   D. Iteration Planning

16) **Which of the following list best describes the attributes of a good user story?**
   A. Small, estimable, dependent, negotiable
   B. Testable, estimable, renewable, valuable
   C. Negotiable, small, explainable, valid
   D. Valuable, estimable, independent, small
17) An iteration takes place in a time frame with specific start and end dates, called a timebox. Which of the following is not an advantage of timeboxing?
A. Establishes a WIP Limit
B. Forces Prioritization
C. Demonstrates Progress
D. Helps in controlling technical debts

18) Pair integrates their code after each pair-programming episode in no more than a couple of hours and waits for the build to complete and the entire test suite to run before proceeding is an example of.
A. Asynchronous Continuous Integration
B. Synchronous Continuous Integration
C. Test First Development
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19) Arun was working on a story which requires certain changes in the existing module; he realized that this module is really bad. It’s going to be very hard to make any changes to it going forward, but refactoring this also needs significant effort, what should he do?
A. Create a task in sprint backlog for refactoring the module and start working on it
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20) What role “product champion” plays in lean agile projects?
A. Makes the decisions about which products to create or enhance.
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C. It’s a role who is responsible for delivery in lean agile.
D. One person who is totally accountable for the project outcome.

21) Which of the following is one of the scrum artifacts?
A. Action Item List
B. Burn up chart
C. Increment
D. Impediment list
22) One of your team members is insisting the Product owner to write the acceptance test cases for all the stories which are included in current release. The current release is having six 2 weeks long iteration. Now, since 3 months is not a long period he suggests, it would be better if PO writes them in one go so that team can do better estimation and planning. If you are the scrum master of the team, what would you do in such scenario?
A. Since the release duration is not long, you agree with the idea and explain the advantage of doing this to Product Owner.
B. It’s up to team and PO if they agree it’s good.
C. You explain that stories should be discussed at length only when there is right time, discussing stories which may even not get scheduled in this release is waste.
D. Looking at the advantage of upfront elaboration you decide to dedicate first sprint for elaborating all the stories.

23) In XP team, what is expected from Project Manager?
A. XP do not have project manager role
B. Help team work with the rest of the organization
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24) The trend of work remaining across time in a Sprint, a release, or a product, with work remaining tracked on the vertical axis and the time periods tracked on the horizontal axis. Is called?
A. Burndown Chart
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25) For new product development projects, how many iteration one release should have?
A. Less than three
B. More than five
C. Any number, it does not impact
D. Less the number the better it is

26) During agile coaching, you are having discussions with the Product Owner explaining him the goal and process of release planning. You explain to him that before getting into release planning meeting Product Owner should collect required inputs. Which of the following is not input information for the release planning?
A. Velocity
B. Product Backlog
C. Project length / release length
D. Acceptance Test Criteria
27) A graph that shows the progress of work toward a goal line associated with a value on the vertical axis.
   A. Burnup Chart
   B. Burndown Chart
   C. Task Chart
   D. Progress Bar

28) Which of the following is NOT the characteristic of a good product backlog?
   A. Prioritized
   B. Estimated
   C. Small
   D. Emergent

29) You are an agile coach, a manager from the organization who has just started implementing agile comes up and asks how to calculate time and cost budget for a release in agile projects? What would you say?
   A. We do not calculate cost and time budget in agile, it’s an empirical observation which we do at the end of release.
   B. The cost and time budgets are calculated at release level with the help of estimation in story points and estimated velocity, and this is updated usually at the end of every iteration.
   C. In agile we do things at last responsible moment and for calculating budget that moment is at the end or release.
   D. It’s up to product owner and team, they decide when and how they want to calculate time and cost budget in agile.

30) During which meeting Team members synchronize their work and progress and report any impediments to the Scrum Master for removal?
   A. Status Meeting
   B. Daily Scrum
   C. Sprint Retrospective
   D. Monitoring Meeting

31) A diagram which describes the overall flow; provides a measurement for every significant step in the workflow is?
   A. Kanban board
   B. Cumulative Flow diagram
   C. Burn Down Chart
   D. Parking Lot Chart
32) To achieve collaboration between a product manager and the team, they need to speak in a common language so as to understand each other, which of the following artifact helps in achieving this?
   E. Iteration Plan
   F. The Product Backlog
   G. The Sprint Backlog
   H. Sprint Release Meeting

33) Which of these statements is NOT correct about Ideal time and Calendar time?
   I. Ideal time is the time that is actually required to complete the work.
   J. Both of them convey the same meaning.
   K. Calendar time is the amount of time that passes on clock (calendar days).
   L. Normally calendar days are not equal to ideal days.

34) In XP, who packages the project’s information for presentation to executives and peers and keep plans synchronized with reality.
   A. Project Manager
   B. Product Manager
   C. On Site Customer
   D. XP Coach

35) When does the product backlog gets completed or frozen?
   A. In the beginning of the Project
   B. After we are done with first few sprints
   C. It never gets frozen
   D. Once the size is estimated

36) Which of the following testing is done manually by XP team
   A. Regression testing
   B. Unit Testing
   C. Integration testing
   D. None of the above

37) 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
38) Your fellow scrum master, who has just ventured into agile, asks you, how should I lead the team if I do not practice command and control? What would you answer to him?
A. The scrum master leads the team because of authority provided by organization.
B. Scrum master is an expert in the project area so he leads the team by demonstrating his expertise and because of his expertise team starts following him.
C. Even we do not follow command and control but scrum master does need to establish a strong hierarchy with his subordinates, and that helps in leading the team.
D. Scrum Master leads by serving the needs of his team and customer.

39) Agile Principle “Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.” Which scrum practice helps the most in achieving this?
A. Daily Scrum
B. Sprint : Short Sprint Cycles
C. Release Planning
D. Sprint Planning

40) As part of a strategy to handle the risk of escape defect, the team decided to conduct one more cycle of testing before making the final release. Which risk response strategy would this be classified as?
A. Avoid
B. Contain
C. Mitigate
D. Evade

41) The team is not comfortable in estimating tasks of one user stories since it has some technological challenges, they raise risk in sprint planning that this estimation may vary by 50%, now to take care of this situation, the team decides to keep some slack in this iteration. Which of the following risk response strategy team has used in this case?
A. Contain
B. Evade
C. Mitigate
D. Avoid
42) ........ the technical debt means ...... the intrinsic quality? Which pair best represents the relationship between technical debt and intrinsic quality?
A. Higher, higher  
B. Higher, lower  
C. Lower, lower  
D. None

43) The technique used to analyze the flow of information and materials through a system to eliminate waste is______
A. Fishbone diagram  
B. Flow Chart  
C. Value stream mapping  
D. Pareto Chart

44) You are working to develop a shopping website for your customers. Just after the sprint review meeting one key stakeholder in the project suggested improvement in checkout process, it improves the look and feel of the website to quite an extent. What should be your next step?
A. Implement the change since it enhances the customer experience and update stakeholders  
B. Notify this to Product owner, and let him decide when this to be included in development  
C. Discuss this request in daily stand-up meeting  
D. Add tasks related to this in next sprint backlog since this is something important told in sprint review

45) Two of your expert team members have been in a heated argument over the use of new software plug-in. Now, recently you noticed that the argument, instead of increasing creativity is bringing in conflict between the team members. All of the following statements about a conflict are false EXCEPT:
A. Conflict resolution should always be done by scrum master  
B. Conflict is a team issue  
C. We should not have conflict in team  
D. Conflict resolution should focus on personalities

46) What does the fundamental phrase ‘fast-flexible-flow’ used in Womack & Jones implies?
A. Small batch size which can provide fast time to market  
B. Identify waste and eliminate it  
C. Value Stream Analysis  
D. Optimize the whole with speed and sustainability
47) A change that is made to the internal structure of software to make it easier to understand and cheaper to modify without changing its observable behavior is referred to as...
   A. Spike
   B. Technical debt
   C. User Story
   D. Refactoring

48) Who is the most appropriate person to monitor all the risks in an agile project?
   A. Project Manager
   B. Quality Tester
   C. Customer Support
   D. Developer

49) User story is an artifact and exist till when?
   A. Release
   B. Iteration
   C. End of project
   D. Once completed

50) Who is responsible for the change management in the scrum projects?
   A. Sponsor
   B. Product Owner
   C. Scrum Master
   D. Team

51) You are an agile coach, and one of your team members was reading about agile triangle, he comes to you and asks what intrinsic quality is? And why it is important for agile projects to focus on this? What would you explain to him?
   A. Intrinsic quality is needed to build a releasable product, in absence of intrinsic quality user will not be able to get intended value from the product
   B. In agile we meet scope, schedule, and cost constraints by adhering to intrinsic quality
   C. Intrinsic quality ensures we provide defect free product to customer.
   D. Intrinsic quality focuses on Building a reliable, adaptable product
52) Which of the following is the last ceremony of Sprint?
   A. Sprint Planning
   B. Sprint Review
   C. Release Planning
   D. Sprint Retrospective

53) Your team is working to create a website for job seekers and you were doing persona analysis of the most primary role of your application, job seeker with 5 years of work experience, one of your team member suggested rather than only thinking about the target user we should also thinking of some of the exceptional users who usages the system very differently, you are an agile coach and team asks you for advice, what would you suggest?
   A. In agile we focus on the primary user role, we should not consider such exceptional users
   B. Such exceptional users should be considered because it will helps us in identifying some of the user stories which we may miss if we do not think about such users
   C. You say discuss with Product Owner if he agrees do it
   D. In agile we keep things simple, so do not think of such complex things. Remember simplicity is art of maximizing the amount of work not done is essential

54) A checklist of the types of work that the team is expected to successfully complete by the end of the sprint is called....
   A. Quality checklist
   B. Quality metrics
   C. Definition of Done
   D. Definition of Ready

55) Which of the following defines the goal of testing in lean agile?
   A. Testing is to improve the process and quality
   B. Testing play the most crucial role in ensuring the intrinsic quality of the product
   C. In lean agile testing always mean Test Driven Development
   D. Testing is the primary measure to ensure that we do not have escaped defects

56) A tangible by-product produced during product development is called....
   A. Ceremony
   B. Event
   C. Milestone
   D. Artifacts
57) ....... an estimate refers to estimating a story based on its relationship to one or more other stories. Which word listed properly completes this?
   A. Triangulating  
   B. Triaging      
   C. Aggregate     
   D. Disaggregate

58) Setting things up in a way that team can figure out what to do next is called....
   A. A pull system  
   B. Push system   
   C. Critical path 
   D. Sprint Backlog

59) Technical debt is the total amount of less-than-perfect...... in your project. Which phrase properly completes this?
   A. Defects      
   B. Design and implementation decisions 
   C. Code commenting 
   D. Code Sharing

60) A technique in which the participants collaboratively discuss acceptance criteria, and then distilled them into a set of concrete acceptance tests before development begins is called
   A. Persona analysis 
   B. Acceptance test driven development 
   C. User stories     
   D. Story mapping
1) **Who is responsible for analysing the project performance and identifying the corrective and preventive actions?**
   A. Scrum Master  
   B. PO  
   C. Team  
   D. Sponsor

   *C - The first responsibility of doing this work goes to the team, since the team is self managed and manager role should be played by team itself. The team does this in retrospective meeting.*

2) **What is a typical duration of releases in agile projects that are catering to new product development?**
   A. 24 months to 36 months  
   B. 1 Month to 3 Months  
   C. 3 Months to 12 months  
   D. 1 week to 6 weeks

   *C - 3 to 12 months are the best out of provided options especially for new development project; release planning is also referred as long term planning and quarterly planning in many cases.*

3) **During the daily stand-up meeting some of the team members are frequently taking calls on their mobile. Having a ground rule of no mobile phones during daily stand-up can enhance effectiveness of daily stand-up, who should create and enforce this rule?**
   A. Scrum Master  
   B. PO  
   C. Team  
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   *C - Team is responsible for creating and enforcing the ground rules, scrum master should ensure that team does it.*

4) **It’s easy to get carried away during programming and put in code “just in case.” By following ............... you give yourself a focus for your coding. Which of the following completes the statement BEST?**
   A. Pair Programming  
   B. Emergent Design  
   C. Test First Development  
   D. Refactoring
C - by doing test first development we control Scope creep. By stating explicitly and objectively what the program is supposed to do, you give yourself a focus for your coding.

5) In high-performance teams, “the leaders managed the………. and the ……………… managed the team.” Which word listed properly completes this?
   A. Task list
   B. To do list
   C. Principle
   D. Work

   C - Principle, since leaders does not manage teams by allocating tasks to the teams. In high-performance teams, “the leaders managed the principles, and the principles managed the team.” Carl Larson and Frank LaFasto. Teams performance is based on how the well agile values and principles are followed.

6) A visual control used in Lean to represent the velocity of business solutions delivered is:
   A. Business Value Delivered Chart
   B. Iteration Burn-Down Chart
   C. Product Backlog
   D. Lean Portfolio

   A - Business value delivered chart. The entire enterprise (business, management, and development teams) needs the line of sight to velocity (points/time) dashboard-type view of work management which in other terms is a business value delivered chart.

7) According to Agile Manifesto, how the best architectures can emerge?
   A. By continuously taking feedback from Product Owner
   B. Selecting highly qualified people for project work
   C. Self-organizing teams
   D. Short sprint cycle

   C - The best architectures, requirements, and designs emerge from self-organization teams.

8) Company xyz wants to start a new project to meet its strategic objective and needs around 25 members for this new project. What is the best way to organize the team for this new project?
   A. One big scrum team of 25 members
   B. Allow the team decide how they want to split the work
   C. Form 5 teams with 5 members in each team
   D. Practice Scrum-of-Scrums

   D - Of the listed options, option D is the correct one. Whenever a project needs many people, the guideline is to form multiple scrum teams sprinting individually that do daily scrum followed by a daily or weekly Scrum of Scrums.
at which one member from each scrum team meet to synchronize their work for any dependencies.

9) **Which of the following is NOT an XP Practice?**
   A. Sit together
   B. Slack
   C. Energized Work
   D. Technical debt

   *D - Technical debt is not an XP practice. Technical debt is total sum of less than perfect design and implementation decisions in the product, technical debt needs to be monitored and controlled. Sit together-XP advocates an open space big enough for the whole team. Slack- XP recommends that in any plan it is better to include some minor tasks that can be dropped if you get behind. You can always add more stories later and deliver more than you promised. Energized- Work only as many hours as you can be productive and only as many hours as you can sustain.*

10) **Which of the following is a product backlog item?**
    A. The payment interface may get delayed because of the dependency
    B. Create UI for Search Job User Story
    C. Move to the latest version of Oracle
    D. Create database scripts for Search job User Story

    *C - The option C is a technical product backlog item where we need to plan a good amount of work to migrate to a new database version. Option A is pointing towards a risk and not the product backlog item and remaining option B and D are potentially sprint backlog item.*

11) **Testers on an XP team does all of the following work EXCEPT**
    A. Write automated system-level tests in advance.
    B. Coach programmers on testing techniques.
    C. Helping in defining what will constitute an acceptable functioning of the system.
    D. Writing Acceptance Criteria of User Stories.

    *D - All of the listed work falls under the responsibility of the tester except D-writing acceptance criteria for user stories falls under customer roles.*

12) **Which type of risk analysis agile team uses to rank risks by evaluating their probability of occurrence and impact?**
    A. Risk Burndown Chart
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    *C - Agile team follows Qualitative Risk analysis. Quantitative risk analysis usually involves calculation of risk impact in monetary terms like Expected Monetary Value*
13) **Which of the following is true about the Empirical Process control?**
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   B. It gives a cost advantage where the product can be priced as a commodity.
   C. It is applied when the underlying mechanisms are complex and not well understood.
   D. It’s a process that repeatable and produces acceptable quality output.

   **C - Rest of the options are characteristic of a defined process. We apply empirical process control where underlying mechanisms are not well defined.**

14) **Who determines how much of the product backlog can be delivered in the upcoming sprint?**
   A. Product Owner
   B. Scrum Master
   C. Team
   D. Project Manager

   **C - Team is the correct option since it’s the product development team that decides what could be achieved by the next sprint. PO gives the priority, team decides the capacity.**

15) **Sequential process has a well-defined set of milestones. These milestones provide managers checkpoints. Which of the following can work as a checkpoint for management in an agile process?**
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   C. Release Planning
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   **B - Iteration review is a step where stakeholders look at the progress by looking at working software.**

16) **Which of the following list best describes the attributes of a good user story?**
   A. Small, estimable, dependent, negotiable
   B. Testable, estimable, renewable, valuable
   C. Negotiable, small, explainable, valid
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   **D - INVEST (Independent, Negotiable, Valuable, Estimable, Small, Testable)**
17) An iteration takes place in a time frame with specific start and end dates, called a timebox. Which of the following is not an advantage of timeboxing?
A. Establishes a WIP Limit
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D - Out of the given options technical debt has very less to do with timeboxing. Establishes a WIP Limit, Forces Prioritization and Demonstrates Progress are advantages of time boxing.

18) Pair integrates their code after each pair-programming episode in no more than a couple of hours and waits for the build to complete and the entire test suite to run before proceeding is an example of.
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B - These are the steps of synchronous continuous integration

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B. Change the time estimate for the current task and start refactoring the module
C. Discuss with the Product Owner and get Technical debt product backlog item added in product backlog
D. Just focus on current story and finish it smartly

C - It is always recommended to refactor the code if it is more than complex, but doing this may require a good amount of time so it’s better to get this work first added in product backlog and then accomplish it. If you can do it without impacting the current sprint goal you can take the approach suggested in option A.

20) What role “product champion” plays in lean agile projects?
A. Makes the decisions about which products to create or enhance.
B. The product owner is the “one wring-able neck” for what the product should be.
C. It's a role who is responsible for delivery in lean agile.
D. One person who is totally accountable for the project outcome.

A - The term “product champion” to describe someone who makes the decisions about which products to create or enhance. Product companies may
use the term “program manager” or “product manager. “ IT organizations may call this role the “sponsor.”

Practical experience from the field suggests that the product champion role comprises a team of product managers, business stakeholders, business analysts, and client-facing personnel who are committed to providing the required service levels of feedback and validation so that the development organization can move quickly.

21) Which of the following is one of the scrum artifacts?
   A. Action Item List
   B. Burn up chart
   C. Increment
   D. Impediment list

   C - Scrum has 3 artifacts which include Product Backlog, Sprint Backlog and Increment of Product, so increment is the right answer.

22) One of your team members is insisting the Product owner to write the acceptance test cases for all the stories which are included in current release. The current release is having six 2 weeks long iteration. Now, since 3 months is not a long period he suggests, it would be better if PO writes them in one go so that team can do better estimation and planning. If you are the scrum master of the team, what would you do in such scenario?
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   C. You explain that stories should be discussed at length only when there is right time, discussing stories which may even not get scheduled in this release is waste.
   D. Looking at the advantage of upfront elaboration you decide to dedicate first sprint for elaborating all the stories.

   C - Always Remember principle of last responsible moment; in agile we do things at last responsible moment. The stories should have details and acceptance criteria attached before they get developed not before they get estimated.

23) In XP team, what is expected from Project Manager?
   A. XP do not have project manager role
   B. Help team work with the rest of the organization
   C. Provide domain expertise to team
   D. Responsible for defining the software

   B - Help team work with the rest of the org. A project manager in an XP team ensures that the team works well with the rest of the organization. A PM is more focused in managing external stakeholders.
24) The trend of work remaining across time in a Sprint, a release, or a product, with work remaining tracked on the vertical axis and the time periods tracked on the horizontal axis. Is called?
   A. Burndown Chart
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   **B - Burndown Chart**

25) For new product development projects, how many iteration one release should have?
   A. Less than three
   B. More than five
   C. Any number, it does not impact
   D. Less the number the better it is

   **B -** since it’s good to plan at least 5 adaption points in a release, we analyze the performance at the end of iteration so we should have some minimum number of iterations which helps us in adapting based on the discovery we make at iteration end.

26) During agile coaching, you are having discussions with the Product Owner explaining him the goal and process of release planning. You explain to him that before getting into release planning meeting Product Owner should collect required inputs. Which of the following is not input information for the release planning?
   A. Velocity
   B. Product Backlog
   C. Project length / release length
   D. Acceptance Test Criteria

   **D -** Acceptance test criteria should be written at the last responsible moment, this is not the right time for writing them. While velocity, product backlog and release length are essential input for release planning.

27) A graph that shows the progress of work toward a goal line associated with a value on the vertical axis.
   A. Burnup Chart
   B. Burndown Chart
   C. Task Chart
   D. Progress Bar

   **A -** Burnup chart. A graph that shows the progress of work toward a goal line associated with a value on the vertical axis. As work is completed over time (the horizontal axis), the progress line moves up (burns up) to be nearer to the goal line.
28) Which of the following is NOT the characteristic of a good product backlog?
   A. Prioritized
   B. Estimated
   C. Small
   D. Emergent

   C - Small is not a characteristic of the product backlog; it’s a characteristic of a good user story. Roman Pichler and Mike Cohn coined the acronym DEEP to summarize several important characteristics of good product backlogs: Detailed appropriately, Emergent, Estimated, and Prioritized. DEEP criteria are useful for determining if a product backlog has been structured in a good way.

29) You are an agile coach, a manager from the organization who has just started implementing agile comes up and asks how to calculate time and cost budget for a release in agile projects? What would you say?
   A. We do not calculate cost and time budget in agile, it’s an empirical observation which we do at the end of release.
   B. The cost and time budgets are calculated at release level with the help of estimation in story points and estimated velocity, and this is updated usually at the end of every iteration.
   C. In agile we do things at last responsible moment and for calculating budget that moment is at the end or release.
   D. It’s up to product owner and team, they decide when and how they want to calculate time and cost budget in agile.

   B - Yes we calculate cost and time budget at release level based on estimated size and velocity. Product Owner is the one who owns the release plan.

30) During which meeting Team members synchronize their work and progress and report any impediments to the Scrum Master for removal?
   A. Status Meeting
   B. Daily Scrum
   C. Sprint Retrospective
   D. Monitoring Meeting

   B - Daily scrum meeting is the place where team collaborate and synchronize their work.

31) A diagram which describes the overall flow; provides a measurement for every significant step in the workflow is?
   A. Kanban board
   B. Cumulative Flow diagram
   C. Burn Down Chart
   D. Parking Lot Chart
A diagram used by Kanban is the cumulative flow diagram (CFD), which describes the overall flow through the Kanban system; it provides a measurement for every significant step in the workflow.

32) To achieve collaboration between a product manager and the team, they need to speak in a common language so as to understand each other, which of the following artifact helps in achieving this?
   A. Iteration Plan
   B. The Product Backlog
   C. The Sprint Backlog
   D. Sprint Release Meeting

33) Which of these statements is NOT correct about Ideal time and Calendar time?
   A. Ideal time is the time that is actually required to complete the work.
   B. Both of them convey the same meaning.
   C. Calendar time is the amount of time that passes on clock (calendar days).
   D. Normally calendar days are not equal to ideal days.

34) In XP, who packages the project’s information for presentation to executives and peers and keep plans synchronized with reality?
   A. Project Manager
   B. Product Manager
   C. On Site Customer
   D. XP Coach

35) When does the product backlog gets completed or frozen?
   A. In the beginning of the Project
   B. After we are done with first few sprints
   C. It never gets frozen
   D. Once the size is estimated

C - It never gets frozen. One of the attributes of a Product Backlog is that it is EMERGENT (from the acronym DEEP). It keeps evolving as time progresses.
36) Which of the following testing is done manually by XP team
   A. Regression testing
   B. Unit Testing
   C. Integration testing
   D. None of the above

   D - In XP all testing are automated, the only manual testing, an XP team may perform is the Exploratory testing.

37) 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

   D - Showing dependencies of one task on others is not a characteristic of an agile plan. Since in agile we focus on creating a pull system rather than push system and we start with a top level plan first.

38) Your fellow scrum master, who has just ventured into agile, asks you, how should I lead the team if I do not practice command and control? What would you answer to him?
   A. The scrum master leads the team because of authority provided by organization.
   B. Scrum master is an expert in the project area so he leads the team by demonstrating his expertise and because of his expertise team starts following him.
   C. Even we do not follow command and control but scrum master does need to establish a strong hierarchy with his subordinates, and that helps in leading the team.
   D. Scrum Master leads by serving the needs of his team and customer.

   D - Option D refers to the “servant leader”, which is an expected leadership style from Scrum master

39) Agile Principle “Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.” Which scrum practice helps the most in achieving this?
   A. Daily Scrum
   B. Sprint : Short Sprint Cycles
   C. Release Planning
   D. Sprint Planning

   B - Sprint : Short Sprint Cycles. Having shorter sprint would enable teams to deliver early and cycle of such deliveries would make it continuous delivery to the customer. Sprint planning is there irrespective of the sprint period. 2 weeks is early against 8 weeks
40) As part of a strategy to handle the risk of escape defect, the team decided to conduct one more cycle of testing before making the final release. Which risk response strategy would this be classified as?
A. Avoid
B. Contain
C. Mitigate
D. Evade

C - This is a mitigate strategy as by taking this step team is trying to lessen the probability of risk.
This is not ‘avoid’-since team is not trying to steer clear of the risk. If team has decided not to release the product as a risk response, that could have been categorized as avoid.
This is not ‘contain’- because team is working on mitigation plan rather than having contingency plan, if team decided to keep some developers on standby for next 3 months to take care of any escape defect, that would have been the contain strategy.
This not ‘evade’- since this implies that team does nothing about it and expecting to be lucky which not the case here is.

41) The team is not comfortable in estimating tasks of one user stories since it has some technological challenges, they raise risk in sprint planning that this estimation may vary by 50%, now to take care of this situation, the team decides to keep some slack in this iteration. Which of the following risk response strategy team has used in this case?
A. Contain
B. Evade
C. Mitigate
D. Avoid

A - Since team is keeping some contingency reserve to take care of unexpected tasks it falls in Contain. In contain, we plan contingency reserve to take care of risk.

42) …….. the technical debt means ……. the intrinsic quality? Which pair best represents the relationship between technical debt and intrinsic quality?
A. Higher, higher
B. Higher, lower
C. Lower, lower
D. None

B - Higher, Lower. Since, “Higher the technical debt means lower the intrinsic quality.” Intrinsic quality is an internal quality of the product, having good design and implementation improves the intrinsic quality and reduces the technical debts.
43) The technique used to analyze the flow of information and materials through a system to eliminate waste is_____
A. Fishbone diagram
B. Flow Chart
C. Value stream mapping
D. Pareto Chart

C - The value stream map is a Lean tool that practitioners use to analyze the value stream.

44) You are working to develop a shopping website for your customers. Just after the sprint review meeting one key stakeholder in the project suggested improvement in checkout process, it improves the look and feel of the website to quite an extent. What should be your next step?
A. Implement the change since it enhances the customer experience and update stakeholders
B. Notify this to Product owner, and let him decide when this to be included in development
C. Discuss this request in daily stand-up meeting
D. Add tasks related to this in next sprint backlog since this is something important told in sprint review

B - In scrum Product Owner is authorized and responsible to identify what all need to be built, so team member should notify this to PO and PO should take call on this.

45) Two of your expert team members have been in a heated argument over the use of new software plug-in. Now, recently you noticed that the argument, instead of increasing creativity is bringing in conflict between the team members. All of the following statements about a conflict are false EXCEPT:
A. Conflict resolution should always be done by scrum master
B. Conflict is a team issue
C. We should not have conflict in team
D. Conflict resolution should focus on personalities

B - Conflicts are unavoidable in the project environment. Conflict resolution must not focus on personalities and past events. The people who are in conflict are first responsible for resolving it.

46) What does the fundamental phrase ‘fast-flexible-flow’ used in Womack & Jones implies?
A. Small batch size which can provide fast time to market
B. Identify waste and eliminate it
C. Value Stream Analysis
D. Optimize the whole with speed and sustainability
A primary goal of Lean is to optimize the whole with speed and sustainability. This can be summarized as “fast-flexible-flow,” which is the fundamental phrase used in Womack & Jones.

47) A change that is made to the internal structure of software to make it easier to understand and cheaper to modify without changing its observable behavior is referred to as...
   A. Spike
   B. Technical debt
   C. User Story
   D. Refactoring

   D - This is a definition of refactoring

48) Who is the most appropriate person to monitor all the risks in an agile project?
   A. Project Manager
   B. Quality Tester
   C. Customer Support
   D. Developer

   A - Whole team is responsible for managing risk. This must have made you wonder then how come Project manager role. It is important here to note that here we are not talking about agile and XP does recognize the role of Project Manager. The overall risk management responsibility can be assigned to Project Manager.

49) User story is an artifact and exist till when?
   A. Release
   B. Iteration
   C. End of project
   D. Once completed

   D - Now if you are using some electronic software for writing user stories you keep them forever, this can also work as a knowledge transferable tool. However, generally, in agile we prefer working software against documentation and since we have working software which is accepted by the PO / Customer we should not care about what was written on the card. So once story is done we should look to working software for details not to the user story card.

50) Who is responsible for the change management in the scrum projects?
   A. Sponsor
   B. Product Owner
   C. Scrum Master
   D. Team

   B - PO is solely responsible for change management at any stage. The team should provide inputs to the PO like impact analysis on the basis of which the PO needs to make a decision on the priority of the change.
51) You are an agile coach, and one of your team members was reading about agile triangle, he comes to you and asks what intrinsic quality is? And why it is important for agile projects to focus on this? What would you explain to him?
A. Intrinsic quality is needed to build a releasable product, in absence of intrinsic quality user will not be able to get intended value from the product
B. In agile we meet scope, schedule, and cost constraints by adhering to intrinsic quality
C. Intrinsic quality ensures we provide defect free product to customer.
D. Intrinsic quality focuses on Building a reliable, adaptable product

D - **Intrinsic quality is required to deliver continuous value to the customer, it’s an internal quality of product which is not visible to the end user but needed to make product adaptable for future need.**

52) Which of the following is the last ceremony of Sprint?
A. Sprint Planning
B. Sprint Review
C. Release Planning
D. Sprint Retrospective

D - **It is Sprint retrospective as at the end of sprint cycle, all the team members are required to look back and gauge the previous sprints.**

53) Your team is working to create a website for job seekers and you were doing persona analysis of the most primary role of your application, job seeker with 5 years of work experience, one of your team member suggested rather than only thinking about the target user we should also thinking of some of the exceptional users who usages the system very differently, you are an agile coach and team asks you for advice, what would you suggest?
A. In agile we focus on the primary user role, we should not consider such exceptional users
B. Such exceptional users should be considered because it will helps us in identifying some of the user stories which we may miss if we do not think about such users
C. You say discuss with Product Owner if he agrees do it
D. In agile we keep things simple, so do not think of such complex things. Remember simplicity is art of maximizing the amount of work not done is essential

B - **This question is about identification of Extreme Character, we should identify them since it leads to identification of some of the important user stories which we may miss if we do not identify them.**

54) A checklist of the types of work that the team is expected to successfully complete by the end of the sprint is called....
A. Quality checklist
B. Quality metrics
C. Definition of Done
D. Definition of Ready

C - Definition of Done, the team makes it into congruence with the Product Owner, and definition of done is used to keep the meaning of ‘done’ consistent and unambiguous to all.

55) Which of the following defines the goal of testing in lean agile?
A. Testing is to improve the process and quality
B. Testing play the most crucial role in ensuring the intrinsic quality of the product
C. In lean agile testing always mean Test Driven Development
D. Testing is the primary measure to ensure that we do not have escaped defects

A - In lean agile the testing is done to improve the process and quality. The testing activity should discover the causes of errors and eliminate them. Root-cause analysis is part of the testing’s portfolio of work. In lean we work with a principle-build quality so that the process should ensure we develop quality products, testing alone cannot ensure that we deliver good quality products to the user.

56) A tangible by-product produced during product development is called....
A. Ceremony
B. Event
C. Milestone
D. Artifacts

D - Artifacts. This is the definition of artifacts, and in scrum we have 3 artefact which includes Product Backlog, Sprint Backlog and Increment of Product

57) ....... an estimate refers to estimating a story based on its relationship to one or more other stories. Which word listed properly completes this?
A. Triangulating
B. Triaging
C. Aggregate
D. Disaggregate

A - Triangulating
58) Setting things up in a way that team can figure out what to do next is called....
   A. A pull system
   B. Push system
   C. Critical path
   D. Sprint Backlog

   A - Pull system. The statement talks about the definition of Pull system. In scrum we implement a pull system by creating sprint backlogs and preparing the task board using it, so the pull system implementation in scrum is done using sprint backlog, task board and daily stand-up.

59) Technical debt is the total amount of less-than-perfect...... in your project. Which phrase properly completes this?
   A. Defects
   B. Design and implementation decisions
   C. Code commenting
   D. Code Sharing

   B - Technical debt is the total amount of less-than-perfect Design and implementation decisions in your project. Team should strive to have minimum technical debts, and team should reduce technical debt by adapting refactoring practice of XP.

60) A technique in which the participants collaboratively discuss acceptance criteria, and then distilled them into a set of concrete acceptance tests before development begins is called
   A. Persona analysis
   B. Acceptance test driven development
   C. User stories
   D. Story mapping

   B - Acceptance test driven development. ATDD is the technique based on the test driven approach where the team discusses the acceptance criteria with the Business so that a detailed set of tests are designed in advance and is accepted by the business and stakeholders. The ATDD cycle starts from story discussions and then team distill this, followed by development and demo of item as mentioned in acceptance before marking this as DONE.