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PMG 622

AGILE PROJECT MANAGEMENT

LECTURE 12: ACP Q&A [2/2]

دكتور مهندس استشاري ادارة المشروعات

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Questions

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Answers

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QUESTION 1

- Which of the following is a list of capabilities, features, and stories that the Product Owner has identified?
- A. Burndown chart
- B. Story card
- C. Vision document
- D. Backlog
- **Correct Answer: D**

QUESTION 2

- Collaboration can be defined as working together to jointly produce a deliverable or make a decision, whereas coordination is:
 - A. Agreeing on a due date.
 - B. Sharing information.
 - C. Agreeing on the design.
 - D. Pair programming.
- **Correct Answer: B**

QUESTION 3

- 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**

QUESTION 4

- 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**

QUESTION 5

- 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**

QUESTION 6

- 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**

QUESTION 7

- Which of the following is a list of valid Agile project planning practices?
- A. Release planning, Iteration planning, and Estimation
- B. Estimation, Spike Solutions, and Iteration planning
- C. Iteration planning, Continuous Integration, and Estimation
- D. Vision, Release planning, and Performance Optimization
- **Correct Answer: A**

QUESTION 8

- 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**

QUESTION 9

- 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**

QUESTION 10

- 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**

QUESTION 11

- 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**

QUESTION 12

- Which of the following drivers is the most important factor in determining the order in which stories will be developed?
- A. Relative cost
- B. Customer value
- C. Development effort
- D. Dependencies
- **Correct Answer: B**

QUESTION 13

- 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. DelphiTechnique.
- D. Progressive Elaboration.
- **Correct Answer: D**

QUESTION 14

- 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**

QUESTION 15

- 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**

QUESTION 16

- What are the primary outputs of a release planning session?
- A. Release vision, assumptions, action items, and iteration goals
- B. Prioritized Product Backlog, risks, action items, and release goals
- C. Estimated iteration velocities, risks, action items, and Release Backlog
- D. Risks, action items, dependencies, and Release Backlog
- **Correct Answer: D**

QUESTION 17

- Applying the Pareto rule when prioritizing the Product Backlog means that:
 - A. features that are lower priority are more likely to slip to the next iteration.
 - B. the value of a feature is not realized until the feature is complete.
 - C. more recent requests are usually more important to the business.
 - D. a small percentage of the work will provide a large percentage of the value.
- **Correct Answer: D**

QUESTION 18

- At a strategic level, what is the most appropriate way for an Agile team to estimate a project?
- A. Creating a strategic plan by estimating hours and days required
- B. Using an abstract measurement to estimate Product Backlog items
- C. Estimating source lines of code needed to implement the features
- D. Taking an initial set of estimates and adding an appropriate risk factor
- **Correct Answer: B**

QUESTION 19

- Estimating costs for an Agile project starts with which of the following types of meetings?
- A. Project Retrospective
- B. Steering Committee
- C. Release Planning
- D. Sprint Planning
- **Correct Answer: C**

QUESTION 20

- Who is responsible for determining the business value of each feature?
- A. Product Owner
- B. Steering committee
- C. ScrumMaster
- D. Team
- **Correct Answer: A**

QUESTION 21

- 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**

QUESTION 22

- 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**

QUESTION 23

- 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**

QUESTION 24

- 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**

QUESTION 25

- 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**

QUESTION 26

- Which of the following best represents both a principle of the Agile manifesto and a Lean method of simplicity?
- A. Maximizing the amount of work not done
- B. Delivering early and continuously
- C. Welcoming changing requirements
- D. Deciding at the last responsible moment
- **Correct Answer: A**

QUESTION 27

- Who is responsible for the “definition of done”?
- A. The team
- B. The Product Owner
- C. Management
- D. Project manager
- **Correct Answer: A**

QUESTION 28

- The purpose of a project burndown chart is to:
 - A. Identify and communicate upcoming milestones.
 - B. Display the level of effort and resources utilized.
 - C. Identify dependencies between sprints or iterations.
 - D. Display the remaining work across time.
- **Correct Answer: D**

QUESTION 29

- Which of the following statements is an accurate value statement of the Agile Manifesto?
 - A. People and places over processes and guidelines
 - B. Customer collaboration over contract negotiation
 - C. Working software over complete specifications
 - D. Managing change over managing a plan
- **Correct Answer: B**

QUESTION 30

- Which of the following is part of the 12 practices defined in eXtreme Programming (XP)?
- A. Risk management
- B. Small releases
- C. Project management
- D. Project charter
- **Correct Answer: B**

QUESTION 31

- The velocity chart, storyboard, burndown chart, and impediment list are often communicated using:
- A. Status reports.
- B. Information radiators.
- C. Portfolio presentations.
- D. Project data packages.
- **Correct Answer: B**

QUESTION 32

- 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**

QUESTION 33

- Which list below includes the attributes of a good User Story?
- A. Small, estimable, independent, negotiable
- B. Testable, estimable, renewable, valuable
- C. Negotiable, small, explainable, valid
- D. Valuable, estimable, dependent, small
- **Correct Answer: A**

QUESTION 34

- During which meeting do team members synchronize their work and progress and report any impediments to the Scrum Master for removal?
- A. Sprint Planning meeting
- B. Daily Scrum
- C. Sprint Retrospective
- D. Weekly Status meeting
- **Correct Answer: B**

QUESTION 35

- 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**

QUESTION 36

- What are the 5 phases of the Agile Project Management (APM) delivery framework?
- A. Envision, Speculate, Explore, Adapt, Close
- B. Elaborate, Speculate, Examine, Adapt, Close
- C. Envision, Enable, Explore, Enhance, Close
- **Correct Answer: A**

QUESTION 37

- Teams of members working in different physical locations are called:
- A. Co-located Teams
- B. Distributed Teams
- C. Outsourced Teams
- D. Global Teams
- **Correct Answer: B**

QUESTION 38

- Suppose you are a Scrum Master on a new Agile team. Which of the following strategies is best way to resolve conflict on the team?
- A. Collaborate
- B. Negotiate
- C. Smooth over
- D. Ignore
- E. Use your authority
- **Correct Answer: A**

QUESTION 39

- Agile Analysis is a phase in the lifecycle of an Agile project.
- A. False
- B. True
- **Correct Answer: A**

QUESTION 40

- What should an agile practitioner do to ensure that the end product meets business requirements?
- A. Invite the team to iteration review meetings
- B. Obtain agreement from the product owner on business requirements
- C. Request that regular reports are sent to stakeholders
- D. Confirm managers and stakeholders are invited to product review meetings
- **Correct Answer: B**