



PMI[®] ACP Exam Preparation

Quizzes and Answers

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PMI Ethics & Professional Conduct

The director of a PMO has brought you in as a consultant to audit some projects in his organization. One PM in particular seems to have difficulty managing cash flow, and his projects have been over budget. You know this PM from your local PMI chapter, and you think highly of him. When you begin the audit, you notice that he has been using a brother-in-law as a sub-contractor, and some of the invoices seem higher than you would expect them to be. What should you do at this point?

Inform the director of the PMO of your findings.

Tell the director of the PMO that you have a conflict of interest and resign from the project.

Confront the PM and see what he has to say for himself.

Report your findings to PMI.

You have been assigned to manage a project for a customer who you have worked with in the past. The customer was difficult and hard to please, and asked you to cut corners to save money. You thought their decisions were rash, and didn't feel respected professionally. Your manager thinks you're the best PM for this contract, even though there are other opportunities in the portfolio. What should you do?

Ask your manager to move you to another customer.

Manage the project.

Resign from the company.

Give them enough rope to hang themselves.

Your friend is preparing for the PMP exam, which you have just successfully passed. He is quite anxious and asks you to share some of the questions from the exam with him. What should you do?

Do your best to remember the questions that were on the exam and coach him.

Refuse to cooperate with his unethical behavior.

Direct him to online resources with sample questions and explain to him the test questions are confidential.

Report him to PMI.

You are coordinating the delivery of heavy machinery for road construction in the middle east. There have been some delays in transit, and the project is behind schedule. Now the equipment is

waiting in customs for clearance. An government official says he can speed up the process, saving several weeks, with the payment of a \$500 rush "fee." What should you do?

Pay the Fee.

Do not pay the fee.

Document the discussion.

Ask an embassy official for guidance.

One of your team members recently has been coming late to project meetings. He's been an important contributor, and you like him personally. On a previous occasion you thought you smelled alcohol on his breath. Today he showed up late again. After the meeting you ask him to stay behind to discuss the situation. When it's just the two of you in the room, you clearly can smell alcohol. What should you do?

Terminate him.

Report him to HR.

Ask him why his behavior has changed.

Tell him to get into a recovery program or else.

Your spouse was recently hired as head of sales at a company that competes with your company on certain projects. Your company is entering final contract negotiations with a Fortune 500 firm for a multi-year project. You have access to pricing and confidential information about the deal. What should you do?

Tell your spouse about the deal, but say you can't disclose any information about it.

Inform Senior Management about your spouse's new position.

Keep the whole situation under wraps.

Resign from your company and go work for your spouse's company so there's no conflict of interest.

A certified Project Manager in your local PMI chapter has been convicted of embezzling funds from his employer. Since the amount was less than \$100,000, he was sentenced to restitution and 5 years probation. He has opted to move to get a fresh start. What should you do?

Tell him to give up his PMP certification voluntarily.

Wait to see where he lands and then warn the local PMI chapter.

Nothing.

Report the conviction to PMI.

You have wrapped up a long and difficult phone conference with a client who has been unhappy with some of the deliverables for their project. In the room are several senior executives, you and your six-member project team, and an intern who is a college student working on a business degree at the local university. The CEO asks for the minutes to be on his desk first thing in the morning, and quips, "let the intern do it," which prompts a chuckle from some. You respond:

The team and I will finish up.

Laugh and say, "that's what interns are for."

I've got this.

With a knowing nod.

You have recently taken over the PMO. You are reviewing all new proposals and one in particular has caught your attention. A PM has included an "initiating fee," of \$5,000 on a proposal to a new and important customer, and you ask her about it. She explains that the fee is her sales commission since there isn't a percent of the project going back to her. The V.P. she reports to has approved this and signed the proposal. What should you do?

Quietly inform the customer.

Nothing.

Complain to the CFO about padding the proposals.

Ask HR about her compensation plan.

In the middle of a project audit you discover that one of the project team members has been charging hotel rooms on his company credit card that seem unnecessary. The hotel charges are always on Wednesdays, and are located in 10 miles from where this team member lives. What should you do?

Confront the team member in the middle of a status meeting.

Call HR for guidance.

Call the finance department and cancel the credit card.

Quietly ask the team member to explain the charges.

You have just been hired to manage a CRM implementation for a new company. You have a friend at your previous employer who is also looking to make a move. He is extremely unhappy with how the company has been treating its employees. He has extracted a list of sales leads and has sent you a

csv file to your personal email. This data could provide very useful information to your new sales department and is worth a considerable amount. What should you do?

Delete the file and do nothing else.

Consult with your new company's legal department.

Send his name to a recruiter at the new company since he is a good employee as long as he's treated fairly.

Call the H.R. Department of the previous company and alert them to the situation.

You are considering several data architects for a project that starts now will continue for 24 months. All are within the right compensation schedule for the project. The best qualified candidate informs you during an interview that he is planning a trip to his home in Dubai to celebrate Ramadan, which lasts about 30 days. It will happen late Summer of next year, during the build of your project. He assures you he will be available by email, phone, and video conference and that connectivity will not be an issue. What would you do?

Continue to look for someone well qualified who is local.

Hire the best candidate now.

Hire the next best candidate because they do not have a schedule conflict.

Ask the candidate to take less time off.

Mrs. Brown, a customer, calls and says she is disappointed with her kitchen counters. She says that she called before installation and spoke with your assistant. At that time she asked for the dark grey marble tops to be changed to the light grey color, but the installers just left and installed the darker tops. The counter tops were custom, and the dark grey were already cut a week ago, before she called. Your assistant insists that she never took a call from the customer, and there is nothing signed indicating the change. You suspect the customer is lying about the call. What should you do?

Schedule the replacement.

Reprimand your assistant for not documenting the call.

Remind her that you have the signed original contract for the dark grey.

Insist that Mrs. Brown sign a change order.

A former boss has started his own engineering consulting agency. You got along quite well with him. He is looking for new opportunities for his consulting agency. His skills are specific to the project you have started to manage for the county. However, county guidelines dictate that all contracts must be awarded through a vetting process. This process is based on price, experience, and performance.

There is an online application that goes to committee for review. Since his consulting firm is new, it doesn't meet the county's preferred number of years of experience. What should you do?

Make an exception for him since you know he has the experience.

Let him know that you can't show him any favoritism and not to bother submitting a proposal.

Follow the county's guidelines and eliminate him as a prospective vendor.

Suggest that he go through the RFP process and complete the online application.

The vendor selection committee is considering vendor proposals. You are not on the committee, but you are aware of their proceedings. Out of all the prospective contractors for a project, the best qualified one is your cousin's husband. His pricing is slightly higher, but within industry standards. No one in your organization is aware that you are related. You should:

Tell him to reduce his price so he is more competitive.

Eliminate him to avoid conflict of interest.

Let him know there is nothing you can do to award him the contract.

Put your feelers out to see where the committee is in their decision cycle.

An environmental group has commissioned a new study that indicates that there may be an unforeseen impact to adjoining wetlands in your housing development project. Your company had commissioned a previous study, which provided clearance to proceed and satisfied the city's planning commission. You suspect that the new study is politically motivated and a maneuver to stall construction. What should you do?

Ask your project lead to peruse the study.

Contact the producer of the study to see if they were unduly influenced.

Let Senior Management determine how to proceed.

Wait for the city to respond to the study.

The police have called. One of your bulldozers is parked on a freeway on ramp and caused a traffic accident. When confronted, your teenage son confides that as a prank, two of his high school friends, Bob and Joe, drove the bulldozer from your construction site to the on-ramp, parked it and left it there, blocking traffic. He claims not to be involved. The police are on the scene and have moved the bulldozer to the side of the road. What should you do?

Call the school principal and inform him of the situation.

Call the other boys' parents and advise them to turn the boys in.

Call the local news chief, who is also a friend, and see how bad the accident was.

Ask your son if they had been drinking.

You are the president of your local PMI chapter. Late one night one of the members who acts as an auditor calls you at home to let you know that she thinks the treasurer has been siphoning money from your chapter's annual Project Management conference. She thinks he has stolen tens of thousands of dollars this year, and she thinks that we need to review the last few year's financials as well. What should you do?

Report this situation to PMI.

Call the police.

Review the audit.

Bring this situation to the ethics committee.

In reviewing a claim by an auditor who is a member of your PMI chapter and a PMP, you find that her claims of financial impropriety by the treasurer were unsubstantiated. In fact, you find that the auditor had a personal vendetta against the treasure after their relationship ended badly. What should you?

Call the Police.

Cancel the auditors membership.

Report this situation to PMI.

Bring this situation to the ethics committee.

You have miscalculated the final invoice for your project, undercharging the customer by nearly \$10,000. Since the the project was worth more than \$750,000, this shortage could be absorbed by the project without much difficulty. The project was late, and even though the customer signed a change order for the late delivery, there was tension between the organizations. Now, you believe this shortage will be the "last straw," and you're convinced that it will negatively impact your future dealings with this customer. What should you do?

Send the customer a revised invoice by registered mail.

Ignore the shortage and let the project absorb it.

Recalculate the invoice to eliminate the \$10,000.

Document the shortage.

End of Section Quiz—Check your work.

1. Introduction to Agile Processes

1. Which of the following is not a value in the Agile Manifesto?
 - a. Working Software
 - b. Collaboration
 - c. Following a Plan
 - d. Iterative Development
2. Agile relates only to Software development projects.
 - a. True
 - b. False
3. When thinking of the phrase "We value working software over comprehensive documentation," which of the following statements most closely represents the sentiment of most in the Agile community?
 - a. Developers are not required to document project artifacts as the Product Owner is responsible for all documentaton
 - b. Test cases and acceptance criteria have sufficient information to create documentation for project artifacts, training needs, user manuals, etc.
 - c. Documentation is necessary for many aspects of a project including artifact retention, training, user manuals, etc. but the content need only be barely sufficient to meet those needs
 - d. Each company implementing Agile processes will have a different set of required documents, so the PMO will decide what documents must be created by each project
4. To satisfy the Agile principle to "satisfy the customer through early and continuous delivery of valuable software," which of these statements most closely represents the meaning?
 - a. Iterative development, with frequent releases, will demonstrate to the customer that the development team is engaged in and has pride in their work
 - b. By identifying the most important features of the software, the team can focus on building those features most likely to be used by customers

- c. Coding quality software will improve the adoption of the new or upgraded product by reducing frustration and avoidance by customers
 - d. The Product Owner's decision as to what features should be included drives the development team. When the team delivers to the Product Owner's satisfaction, the Product Owner's trust in the team improves
- 5. As a developer on an Agile team, you have a question regarding a requirement. Based on the Agile Principles, what is the best way to resolve your question?
 - a. Ask the Product Owner face-to-face
 - b. Identify that you have a question at the Daily Stand-up
 - c. Email the Product owner ASAP to resolve the issue yourself
 - d. Ask a business analyst to clarify the requirement

Kanban and other Agile processes such as Scrum share all of the following traits except?

Adaptability to frequent change

Require planning

Handle high degrees of uncertainty well

Are collaborative in nature

What Agile approach works well in an environment with a high degree of uncertainty and little external pressure on time constraints?

Kaizen

Kanban

DSDM

Scrum

Which of the following is a concept of Scrum, but NOT a key concept of CBPM (Commitment Based Project Management)?

Short, iterative cycles (e.g. Sprints)

Burndown

Self-organizing teams

Daily Stand-ups

Commitment Based Project Management (CBPM) is an Agile process

True

False

The "Waterfall" SDLC is an example of what type of approach?

Plan-Driven

Agile

Iterative

Cyclical

In a linear plan-driven process such as Waterfall or RUP, the planning and executing phases alternate and repeat until completion.

True

False

In epicyclic Agile processes such as Scrum, the planning and executing phases alternate and repeat until completion.

True

False

What is the best definition of epicyclic processes?

One cycle ends before another begins

Independent cycles occur simultaneously with synchronous timeframes

Interrelated cycles occur simultaneously with synchronous end points

Interrelated cycles repeat indefinitely

You have been hired as a consultant to suggest a transition approach from an Iterative SDLC based on RUP to something more agile. Which of the following scenarios would indicate Kanban as an Agile approach to investigate and possibly recommend?

The company's desktop-based product has been in production for several years. The primary need now is to continue regular enhancement, defect resolution and minor

customizations based primarily on client requests submitted through the company's helpdesk.

The company's product is in the Inception phase as a vision for the future. At this time, the requirements are high-level and conceptual.

The company's product has been released to the public in Beta mode and is in use by hundreds of Beta testers/users. The response has been underwhelming and feedback indicates that the product would not be well-received in the marketplace.

The company's desktop-based product has been in production for several years. The primary need now is to replace the desktop version with a web-enabled version for release next year that has been requested by most customers using the product.

Which of the following terms describes a signal to perform a small amount of work or a specific story to implement?

Kanban

Index Card

Story Map

Task

In which of the following situations would one expect the team to be most engaged in the success of the project?

When the project plan is detailed

When the technical lead is very hands-on and mentors team members

When the team determines the best approach to completing the project

When the project manager exhibits servant leadership traits

Which of these software development approaches includes key cycles such as Daily Stand-Up, time-boxed Iterations, feature-based Releases?

Waterfall

RUP

Scrum

Kanban

Kanban requires significant pre-planning work

True

False

End of Section Quiz—Check your work

2. Inception: Charter and Process Selection

1. In Scrum, what activities typically occur during Sprint 0?
 - a. User Story Detailing
 - b. There is no such thing as a Sprint 0
 - c. Solution Design and Prototyping activities
 - d. Testing begins
2. The primary communication points of a Charter include all of the following except:
 - a. Product Description and Value Proposition
 - b. Success Criteria for the Project
 - c. A high-level resource plan
 - d. Identification of key customers of the Product
3. What criteria would make XP the best Agile process to adopt by a team?
 - a. When uncertainty is high
 - b. Never, XP is not a process, it is a set of tools to be used in software development
 - c. When risk is high
 - d. Never, XP is not a process, it is a set of software development practices
4. Which of the following project characteristics would not support selection of Scrum as a potential Agile process?
 - a. Requirements can be ranked and are not subject to change daily
 - b. Requirements can be ranked but are subject to change daily
 - c. Teams are able to self-organize to best apply members' skills
 - d. Team members are able to collaborate daily to adjust to changes in requirements
5. When is a Product Owner typically engaged in the cycles of Agile processes?
 - a. Daily
 - b. At the end of each Sprint
 - c. When determining a Release Plan
 - d. All of the above

6. In an XP framework, who defines the priorities of the requirements to be developed?
 - a. Developers
 - b. Testers
 - c. XP Coaches
 - d. Customers
7. Which of the following project characteristics best supports selection of Kanban as a potential Agile process?
 - a. Requirements can be ranked and are not subject to change daily
 - b. Requirements can be ranked but are subject to change daily
 - c. Teams are able to self-organize to best apply members' skills
 - d. Team members are able to collaborate daily to adjust to changes in requirements
8. When is a Plan-Driven approach best supported as a process selection?
 - a. When Requirements and Effort are clearly understood
 - b. When corporate policy requires a WBS
 - c. When working with teams of 10 or greater
 - d. When requirements can be divided into small sets to complete in short timeframes
9. In Scrum, what role is responsible for ensuring the process is understood and followed?
 - a. Product Owner
 - b. Team Lead
 - c. Scrum Master
 - d. Project Manager

End of Section Quiz—Check your work

3. Inception: Standards

1. Which of the following does not represent a type of Standard to define as part of a project?
 - a. Quality Standards
 - b. Regulatory Compliance Standards
 - c. Organizational Standards
 - d. Diversity Policy Standards
2. XP as a concept is relevant only to software development projects
 - a. True
 - b. False
3. What best describes the meaning of Sustainable Pace?
 - a. Maintaining a workload for developers that allows them to work at a pace that maintains positive morale
 - b. Maintaining a pace of work in which every developer is tasked to full capacity and has little wasted time
 - c. Assigning tasks to developers based on their areas of expertise
 - d. Building teamwork through team-building activities
4. What does the definition of refactoring include?
 - a. Reducing technical debt
 - b. Simplifying code that has already been written
 - c. Revising automated test scripts to cover more functionality
 - d. All of the Above
5. Kanban as a concept is relevant only to software development projects
 - a. True
 - b. False

End of Section Quiz—Check your work

4. Inception: Practices

1. *A Definition of Done*
 - a. Lists the acceptance criteria for a Story
 - b. Is the policy for when Team members are done for the day
 - c. Specifies the environments to be used for testing
 - d. Contains policies that define what work must be done for every Story
2. *Swarming* is best defined as:
 - a. Having as many team members as possible work toward the completion of a story as is possible without inefficiency
 - b. Team members accepting responsibility to complete a story
 - c. Prioritizing stories from highest to lowest and assigning resources based on priority
 - d. Pair-programming technique in which 2 or more team members collaborate on defining the solution to a problem
3. What characteristics best define the point at which a User Story is complete?
 - a. Acceptance Criteria are satisfied
 - b. Project Standards have been satisfied
 - c. The Product Owner approves of the deliverables
 - d. All of the Above
4. As Scrum Master for a development team, your Product Owner pulls you aside mid-Sprint and indicates that a key feature requirement currently under development has changed. What would you do?
 - a. Nothing now. Allow the development team to complete coding and testing the feature as originally defined
 - b. Call a meeting with the development team to resize and estimate the feature change to determine if the change can be incorporated in this Sprint if the team works overtime
 - c. Cancel the Sprint, archive code and artifacts not related to the changed feature and replan

- d. Ask the Product Owner if the change is a high enough priority to incorporate now or if it can wait until a future Sprint
- 5. An example of the "feedback" mechanism of XP is
 - a. Defer optimization
 - b. Pair Programming
 - c. Acceptance Testing
 - d. Sustainable Pace

End of Section Quiz—Check your work

5. Inception: Teams

1. What is the optimal size for a Scrum Team?
 - a. 5 +/- 3
 - b. 7 +/- 3
 - c. 7 +/- 2
 - d. 9 +/- 2
2. When a number of dependencies between team members exist, this is an example of
 - a. a tightly-coupled team
 - b. a loosely-coupled team
 - c. a codependent team
 - d. an independent team
3. Agile teams are best organized around areas of technical skill set
 - a. True
 - b. False
4. When a group of people work together as a team for the first time, they go through a specific sequence of group interaction. Which of the following is the correct sequence?
 - a. Forming, Norming, Storming and Performing
 - b. Storming, Forming, Norming and Performing
 - c. Forming, Storming, Norming and Performing
 - d. Storming, Norming, Forming and Performing
5. In which form of group dynamics is a high degree of dependence formed on the team leader?
 - a. Forming
 - b. Storming
 - c. Norming
 - d. Performing
6. In which form of group dynamics is a team the most high-performing?
 - a. Forming
 - b. Storming

- c. Norming
- d. Performing

End of Section Quiz—Check your work

6. Inception: Distributed Teams

1. The effectiveness of distributed teams is limited because of
 - a. The cost of transferring ideas
 - b. The use of osmotic communication
 - c. The telephone effect
 - d. The delay in electronic communication
2. Speakerphones in conference rooms are an excellent example of collaboration in an Agile team
 - a. True
 - b. False
3. You are Scrum Master for a large, complex program with three Scrum Teams. The three Teams are in different locations. What is the best approach to maintain communication between Teams?
 - a. Align each team by specialization or area of expertise
 - b. Have a proxy (stand-in) Scrum Master for each team, who in turns works with you and the other proxies to maintain communication
 - c. Have Scrum-of-Scrums meetings in which one person from each Scrum Team participates in person or by phone
 - d. Maintain a wiki where everyone puts their status updates on a weekly basis
4. You are Scrum Master for a large, complex program with three Scrum Teams. Each Team is distributed across three locations. What is the best approach to carrying out your responsibilities as a ScrumMaster?
 - a. Align each team by specialization or area of expertise
 - b. Have a proxy (stand-in) Scrum Master for each team, who in turns works with you and the other proxies to maintain communication
 - c. Have Scrum-of-Scrums meetings in which one person from each Scrum Team participates in person or by phone
 - d. Maintain a wiki where everyone puts their status updates on a weekly basis

End of Section Quiz—Check your work

7. Roadmaps

1. A Product Roadmap typically displays
 - a. A high degree of Detail, Low Probability of Risk and High degree of Uncertainty
 - b. A high degree of detail, a long time scale, low predictability
 - c. Low predictability, long time scale, low level of detail
 - d. Short time scale, high level of detail and high degree of predictability
2. A Sprint Plan typically displays
 - a. A high degree of Detail, Low Probability of Risk and High degree of Uncertainty
 - b. A high degree of detail, a long time scale, low predictability
 - c. Low predictability, long time scale, low level of detail
 - d. Short time scale, high level of detail and high degree of predictability
3. Story Maps are used to
 - a. Capture and organize requirements from multiple stakeholders
 - b. Detail functional and non-functional requirements to be developed
 - c. Provide input to the Product Charter and Vision documents
 - d. Guide the pair programming work of the XP team
4. When mapping stories, the _____ facilitates meetings, discussions and issue resolution
 - a. Scrum Master
 - b. Product Owner
 - c. Business Analyst
 - d. Tech Lead
5. At the completion of a Story Mapping exercise, the Product Backlog contains all items needed for upcoming releases in priority order.
 - a. True
 - b. False
6. Multi-Voting is an example of

- a. a round-robin discussion technique
 - b. a method of parallel idea-gathering
 - c. a method of serial idea-gathering
 - d. discourages discussion and disagreement when capturing input
7. Of the following, which is a better example of the timeline that a Roadmap will define?
- a. 1 to 2 months
 - b. 4 to 6 weeks
 - c. 6 to 12 months
 - d. 3 to 5 years
8. During roadmap planning, _____ consideration should be given to understand scalability and extensibility.
- a. Vision
 - b. Mission
 - c. Architectural
 - d. Analytical
9. A danger of neglecting architecture when planning a product roadmap includes
- a. Having to delay implementation until architecture documents are completed and approved
 - b. Loss of ability to use open-source tools
 - c. Increasing risk to project success
 - d. Difficulty in estimating Story Points
10. As a manager responsible for the budget and reporting of an Agile development project, what is the best tool for estimating return on investment?
- a. Sprint Plan
 - b. Sprint Backlog
 - c. Release Planning
 - d. Product Backlog
11. Scrum as a concept is relevant only to software development projects

- a. True
- b. False

End of Section Quiz—Check your work

8. Release: Requirements

1. Product Backlog consists of what items?
 - a. User Stories, Technical Stories, Defect Reports
 - b. User Stories, Acceptance Criteria, Conditions of Satisfaction
 - c. User Stories, Epics, Themes
 - d. Requirements, User Stories, Defects
2. Defect resolution requests are considered Product Backlog Items
 - a. True
 - b. False

End of Section Quiz—Check your work

9. Release: Estimation and Release Planning

1. Which of the following would be a suitable sequence of Story Points for Planning Poker?
 - a. 1, 2, 3, 4, 5, 6, 13
 - b. 0, 1/2, 1, 2, 3, 4, 9
 - c. 1, 2, 3, 5, 8, 13, 20
 - d. 1, 3, 7, 13, 20, 100
2. What is an example of an absolute sizing technique?
 - a. Story Points
 - b. Ideal Days
 - c. WBS
 - d. % Complete
3. Jane, a product owner, and Max, a project manager, are meeting to discuss User Stories to enhance a small-business accounting package they produce and support for over 100 clients. Their purpose is to rank the User Stories by priority, identify dependencies, and identify ideal groupings of User Stories to package and ship to their customers. What activity best describes the work they are doing in this meeting?
 - a. Scope Planning
 - b. Sprint Planning
 - c. Release Planning
 - d. Project Planning
4. What is an advantage of estimating tasks using the Delphi method?
 - a. It avoids anchoring
 - b. It results in more accurate estimates
 - c. It reduces schedule risk
 - d. It takes external variables into account
5. How many iterations/cycles should a Release Plan be built around?
 - a. 3 to 5
 - b. 5 to 7

- c. The development team should determine what is most feasible and coordinate with the Product Owner to define a Release
- d. The Product Owner should determine what is most valuable and coordinate with the development team to define a Release

End of Section Quiz—Check your work

10. Iteration: Agile Analysis and Time Boxes

1. When planning activities for a Sprint in Scrum, it is best to assign 1 story per team member when?
 - a. When the team member is the technical expert to implement the story
 - b. When no other team members want the story
 - c. When the Product Owner asks the team member to own it
 - d. When the story is too small for more than 1 person to work on it
2. Your team is in the middle of a sprint and realizes that you will not be able to meet the performance criteria defined in the Acceptance Criteria for a priority User Story. What should the team do?
 - a. Do nothing. The requirement cannot be implemented anyway
 - b. Inform the Product Owner that the requirement cannot be met so the team needs to drop the User Story until the Product Owner can modify the Acceptance Criteria
 - c. Start the work now and continue in the next Sprint
 - d. Describe the issue in detail to the Product Owner, understand the priorities, and have the Product Owner decide on next steps
3. Daily stand-up meetings are ways of:
 - a. Managing work for agile team members
 - b. Monitoring progress of the iteration as compared to the plan
 - c. Encouraging team participation and increasing productivity
 - d. Encouraging collaboration and coordination
4. Agile teams cover four key subject areas in their retrospectives. What are those areas?
 - a. Product, Process, Team and Project
 - b. Risk, Budget, Velocity and Quality
 - c. Quality, Commitment, Collaboration and Estimation Accuracy
 - d. Communication, Collaboration, Velocity and Progress
5. During which of the following would you decide to modify the practices of the team that are causing waste or inefficiency?

- a. Daily Stand-up Meeting
 - b. Release Planning Meeting
 - c. Sprint Retrospective Meeting
 - d. Sprint Planning Meeting
6. The primary role of a Scrum Master is which of the following?
- a. Manage the Sprint Backlog
 - b. Lead the Daily Stand-up Meeting
 - c. Facilitate and guide the process of Agile development
 - d. Lead the Release Planning meeting
7. When prioritizing work and evaluating based on risk and value of features, which features should an Agile team avoid?
- a. High Value, Low Risk
 - b. High Value, High Risk
 - c. Low Value, Low Risk
 - d. Low Value, High Risk
8. The daily standup meeting is a status reporting meeting
- a. True
 - b. False

End of Section Quiz—Check your work

11. Iteration: Sprint Planning

1. In Scrum, the Scrum Master determines the work done by the Scrum Team
 - a. True
 - b. False
2. What are the key outputs from a Sprint Planning meeting?
 - a. User Stories and Release Plan
 - b. User Story prioritization and Tasks
 - c. Product Owner agreement and Signed off requirements
 - d. Stakeholder demo and Retrospective
3. What is the appropriate level of documentation for an Agile Project?
 - a. None, it is not an Agile value
 - b. Detailed requirements, design and test cases
 - c. User Stories, Epics, Themes
 - d. Barely Sufficient to meet the needs of the team at the time it is needed
4. A Scrum team has an historical velocity of 20 points over the course of the last 3 sprints. For their next sprint, they have selected stories with story point sizes of 5, 3, 5, 2, 2, and 1. The next 3 stories in the Product Backlog are all 5's. What is the best course of action for the team?
 - a. Task all of the stories and determine if enough hours are left to accomplish the next "5" point Story in the backlog
 - b. Pull the next "2" point Story from the backlog into this Sprint
 - c. Focus on defect reduction and refactoring with the remaining time
 - d. Suggest to the Product Owner that the team focus on defect reduction or identify a "2" point Story to plan in the Sprint
5. During a daily standup, Jill, the Scrum Master for the team pulls up a visual aid on the projector in the team work area. What visual aid is she most likely displaying?
 - a. Release Plan
 - b. Project Plan
 - c. Sprint Burndown Chart

- d. Release Burndown Chart
6. Senior Management has asked the Scrum team to develop a report to evaluate the impact of Agile on unit testing and determine if other teams would benefit in improved code quality by adopting Agile practices. How should the team schedule this report development?
- a. As a repeated task in every iteration
 - b. As an automated report to be run regularly
 - c. As a task to be performed by a resource external to the Agile team
 - d. As a separate story
7. During Sprint planning, what is the most important factor to consider when determining the work to complete?
- a. The needs and wishes of the customer
 - b. The time and availability of team members
 - c. The budget and time constraints of the project
 - d. The dependencies between features being considered
8. What is a common period of time from the first day of a sprint to the last day of the same sprint?
- a. 7 calendar days
 - b. 12 calendar days
 - c. 15 calendar days
 - d. 96 calendar days

End of Section Quiz—Check your work

12. Iteration: Tracking

1. A Sprint consists of the following:

Story 1: Tasks totaling 20 hours

Story 2: Tasks totaling 45 hours

Story 3: Tasks totaling 20 hours

Story 4: Tasks totaling 10 hours

Defect 1: Tasks totaling 5 hours

Stories 1 and 2 are complete. Half of the tasks in Story 3 are complete. What % of the Sprint has burned down?

- a. 60-75%
 - b. 85%
 - c. 65-85%
 - d. 65%
2. A Scrum team has committed to completing 20 Story Points in their 2 week sprint. On day 9, 6 Story Points remain to finish the final story. The team is confident they can complete the Story in 2 more days. What should the team do?
 - a. Extend the Sprint by 1 day
 - b. Explain the situation to the Product Owner and request an additional day to complete the work
 - c. Explain the situation to the Product Owner to consider moving the remaining work to the next Sprint
 - d. Implement and demonstrate as much of the Story as can be coded in this Sprint
 3. Which of the following best describes an area where the project team can view posted information in their workspace?
 - a. Taskboard
 - b. Information Board
 - c. Information Radiator

- d. SCM Tool
4. Which of the following metrics can be standardized across multiple Agile teams?
- a. Release burndown
 - b. Customer Satisfaction
 - c. Defect-to-codeline ratio
 - d. Sprint Duration
5. As a project manager, you are required to provide a weekly status report to project stakeholders and development managers to update them on the progress of the project. Which of the following information should NOT be included in the report?
- a. Team burndown metrics
 - b. Defect Counts
 - c. Team Velocity
 - d. % complete per User Story
6. To whom is the state of an Agile project most visible?
- a. Product Owner, Scrum Master, Team
 - b. CEO, Business Sponsor, Product Owner
 - c. Business Sponsor, Product Owner, Scrum Master
 - d. Customer, Business sponsor, Product Owner

End of Section Quiz—Check your work

13. Day: Leadership, Conflict, and Facilitation

1. As Scrum Master, you are facilitating the Sprint Retrospective. While the team is discussing what went well this sprint, Joe mentions the interaction between the database developer and the UI developer as a strong point that should continue in the future. You notice that James, the tester who is normally slow to contribute to the discussion, becomes quiet and fidgety. What is the best course of action to take at this point?
 - a. Call on James and ask him if he disagrees with Joe's remarks
 - b. Do nothing now, ask James after the meeting what he was thinking
 - c. Ask the team if anyone has supporting or differing views on the discussion
 - d. Tell Joe that you don't think everyone agrees and ask James what he thinks
2. What changes can be expected as a team moves toward being a high-performing team?
 - a. Leaders and Management shift to new responsibilities
 - b. Team members take more control of the project planning
 - c. Core values must improve to be in line with the team's expectations
 - d. Operating practices and behaviors are modified to support the team's needs
3. You have been hired as an Agile Coach by the CTO of an organization to help the company transition from a waterfall process to the use of Agile. The team has no experience with Agile and is apprehensive to the idea of not having requirements signed off and finalized prior to design, development and testing. What is the ideal way for you to introduce the team to Agile to allay this concern?
 - a. Reassure the team that nothing will change other than the team will be demonstrating their progress on a more frequent basis
 - b. Tell the team that requirements still need to be approved and signed off by the Product Owner before development can begin and that it is a misconception that requirements can change during a Sprint
 - c. Take a phased approach whereby requirements are all defined and signed off before development begins; once development begins, the team will follow an Agile approach

- d. Work with the team and Product Owner to discuss, estimate Story Points for and prioritize User Stories and lead the team through several sprints following the process
- 4. You are working to implement Agile in a company that has not previously used Agile methodology. Which of the following is likely to pose the biggest challenge?
 - a. Company culture
 - b. Project Management software
 - c. Defining new roles in the development team
 - d. Laying off Business analysts since the Product Owner now owns requirements

End of Section Quiz—Check your work

14. Section Quiz Answer Key

[illegible]