

1. If a task is said to have the characteristic of being specific, what does it indicate?
 - A. That it has been specified in the product backlog.
 - B. That it has been specified in the work breakdown structure.
 - C. That it meets specific customer criteria.
 - D. That it clearly contributes to the development of a user story and is not vague.

2. In which of the following ways is Agile project management like waterfall project management?
 - A. Both welcome changing requirements.
 - B. Both practice short cycles or iterations.
 - C. Both divide the project up into phases.
 - D. Both perform analysis and planning.

3. The team has been using person as for the past two days on the project. On day three, someone suggests that they switch to extreme personas. Why might this make sense?
 - A. Extreme personas can help eliminate waste.
 - B. Extreme personas can help elicit requirements that regular personas might miss.
 - C. Extreme personas can help move the team beyond conflict.
 - D. Extreme personas can help introduce healthy conflict into the team.

4. The purpose of an iteration retrospective is:
 - A. To analyze the release and determine what could have been improved.
 - B. To provide an opportunity for the team to re-organize.
 - C. To explore ways to add more value to the customer.
 - D. To improve future iterations.

5. Which of the following is not a value pair expressed in Agile Manifesto?
 - A. Individuals and interactions over processes and tools.
 - B. Working software over comprehensive documentation.
 - C. Customer collaboration over meetings.
 - D. Responding to change over following a plan.

6. In the Principles behind the Agile Manifesto, what timeframe is expressed to deliver working software?
 - A. One week.
 - B. A couple of days to a couple of weeks.
 - C. One month.
 - D. A couple of weeks to a couple of months.

7. Units of work that do not necessarily add value but need to be done are known as:
 - A. Capabilities.
 - B. Story points.
 - C. Work packages.
 - D. Tasks.

8. Osmotic Communication describes.
 - A. The way team members over hear and absorb communication in their environment.
 - B. The set of tools and practices established to distribute communication to the team.
 - C. The information posted in the public area that the team and stakeholders can see.
 - D. One team member orally repeating relevant communication to the rest of the team to ensure it is distributed.

9. If a team member is not performing up to team expectations, who should address this?
- A. The Scrum Master.
 - B. The Team.
 - C. The Customer.
 - D. The person or group that recruited the team member.
10. During early requirements-gathering, an important stakeholder repeatedly brings up concerns that are off-topic to the current requirements discussion. How should the team handle this?
- A. The team should add the stakeholder's concerns to a parking lot chart.
 - B. The team should call a break to allow the stakeholder to refocus.
 - C. The team should ask the stakeholder to table any issues that are not related to the current discussion.
 - D. The team should consider using a more concrete approach such as wireframes to provide a stronger point of focus for the stakeholder.
11. Estimates of a user story used for estimating are known as:
- A. Feature score.
 - B. Fibonacci sequences.
 - C. Story points.
 - D. Planning poker.
12. If a defect is detected on an Agile project, whose responsibility is it to correct the problem?
- A. The person or pair that coded it.
 - B. The Team's.
 - C. The Product Owner's.
 - D. The Scrum Master's.

13. A key difference between a work breakdown structure (WBS) and an Agile story map is:
- A. A WBS is broken down, but a story map is not.
 - B. A WBS is a two-dimensional model, but a story map is generally a three-dimensional model.
 - C. A WBS should be complete, but a story map does not need to be.
 - D. A WBS includes hammocks, but a story map includes hangers.
14. Which statement is not true regarding user stories?
- A. User stories should be aligned.
 - B. User stories should be valuable.
 - C. User stories should be small.
 - D. User stories should be testable.
15. George and Karen are working together on an Agile project. They have looked at the acceptance criteria and have built those into their modules first so that it must meet certain conditions to pass. George and Karen are practicing:
- A. Scrum.
 - B. eXtreme Programming.
 - C. Discrete Programming.
 - D. Test-Driven Development.
16. Which statement below is true regarding the definition of “done”?
- A. It should be reconsidered after each iteration.
 - B. It should be agreed upon in advance by the entire team.
 - C. It changes for different modules.
 - D. It is ground rule.

17. Who is primarily responsible for creating the product roadmap?
- A. The Product Owner.
 - B. The Team.
 - C. The Project Manager.
 - D. The Stakeholders.
18. The team is working on a group of user stories, but as they begin development they find they are unsure how to tell when the software works, How should the team manage this?
- A. The Team should get the software in the customer's hands and solicit feedback.
 - B. The Team is empowered to write acceptance criteria.
 - C. The Team should consult the test plan.
 - D. Ask the Customer to provide acceptance criteria before developing the user stories.
19. When is the appropriate time to play Planning Poker?
- A. After the features have been requested but before the user stories have been written.
 - B. After the epics have been written but before the story map has been created.
 - C. After the user stories have been written but before the story points have been determined.
 - D. After the story points have been determined but before the acceptance tests have been created.
20. In what way does Wideband Delphi differ from traditional Delphi?
- A. The experts are aware of the other estimators in traditional Delphi.
 - B. Wideband Delphi produces a range of estimates.
 - C. Traditional Delphi produces a range of estimates.
 - D. The experts are aware of the other estimators in Wideband Delphi.

21. A team member has communicated that she believes she can complete a user story in three days if there are no interruptions or distractions. This team member is:
- A. Time boxing the user story.
 - B. Communicating in ideal time.
 - C. Not following Agile principles.
 - D. Disaggregating.
22. Which practice listed below best reflects “continuous integration”?
- A. Checking in new features daily.
 - B. Getting software into the customer’s hands frequently.
 - C. Frequent unit tests of all features.
 - D. Regularly reminding all team members of Agile practices.
23. If an empowered team had drifted away from Agile practices, whose job is it to help them refocus?
- A. The coach.
 - B. The project management office(PMO).
 - C. The sponsor.
 - D. The team has to do this on its own.
24. What primary role does the sponsor play on an Agile project?
- A. To provide product information and a product road map.
 - B. To approve a summary project plan.
 - C. To provide project funding and milestone-level goals.
 - D. To help define customer value.

25. On an Agile project, which of the following should happen over time?
- A. Interactions should become shorter.
 - B. Velocity should remain the same.
 - C. Cycle times should become shorter.
 - D. Customer change-requests should become fewer.
26. Who manages the iteration backlog?
- A. The Scrum Master.
 - B. The Product Owner.
 - C. The Sponsor.
 - D. The Team.
27. The Y-axis of burn-up chart represents which of the following?
- A. Resources.
 - B. Quality
 - C. Functionality.
 - D. Time.
28. In Agile terminology, a “theme” is best described as:
- A. The functional thrust behind a group of stories, an iteration, or a release.
 - B. The main business need driving or justifying the project.
 - C. An epic story.
 - D. The most prominent capability of the system.
29. The Product Roadmap:
- A. Provides more information than the charter but less than the vision.
 - B. Is tailored to communicate with stake holders.
 - C. It is most beneficial during requirements-gathering activities.

- D. Provides more information than the Vision but less information than User Stories.
30. Which of the following meetings would a Product Owner most likely not be Invited to?
- A. Iteration retrospective.
 - B. Release Planning meeting.
 - C. Daily stand-up meeting.
 - D. Iteration planning meeting.
31. Which of the following best represents Scrum values?
- A. Collection, Introspection, Adaptation.
 - B. Communication, Coordination, Adaptation.
 - C. Realism, Sustainability, Adaptation.
 - D. Visibility, Inspection, Adaptation.
32. The team has released a build that is not in compliance with their organization's coding standards. Which statement below is true?
- A. This contributes to technical debt/
 - B. This represents a violation of the ground rules.
 - C. This is outside of the definition of "done".
 - D. This is acceptable as long as value is delivered to the customer.
33. During planning poker, the Team provides estimates in:
- A. Days.
 - B. Hours.
 - C. Story Points.

34. The smallest set of functionality that has value to the customer is:
- A. A story point.
 - B. A minimal marketable feature.
 - C. A user story.
 - D. Dollars.
35. A Sprint has ended. What comes next?
- A. The release.
 - B. The retrospective.
 - C. The next Sprint.
 - D. The Scrum of Scrums.
36. A project stakeholder has asked for a current status on the project. What is the best way to address this request?
- A. The Coach should gather statuses at the daily stand-up and provide them.
 - B. Ask the Product Owner to provide the information to the stakeholder.
 - C. Hold a status meeting with the stakeholder and the Team.
 - D. Direct the stakeholder to the information radiator.
37. The Team has just begun Iteration H. Which of the following would be expected during this iteration?
- A. No new functionality is being developed.
 - B. The Team is primarily engaged in planning and estimating.
 - C. The Team is demonstrating the product.
 - D. The Team considering process improvement.
38. A program has been broken down into multiple Agile projects. The project management organization (PMO) has asked that the various teams coordinate. What is the best way to accomplish this?
- A. Agile tooling.

- B. Colocate all teams.
 - C. Initiate Scrum of Scrums meetings.
 - D. Aggregate information radiators.
39. On a Scrum project, The single voice of the user is represented by:
- A. The Scrum Master.
 - B. The Product Owner.
 - C. The Team.
 - D. The Sponsor.
40. The team is halfway through an iteration when the customer asks to introduce new functionality into the iteration backlog. What is the most appropriate response by the team, and why?
- A. Allow this, since Agile welcomes changing requirements.
 - B. Allow this, since the customer has the final say.
 - C. Oppose this since the iteration backlog is fixed.
 - D. Ask the Scrum Master or Coach to decide since he or she has the final say.

ANSWERS:

1. If a task is said to have the characteristic of being specific, what does it indicate?

D. The acronym SMART (specific, measurable, achievable, relevant, and timeboxed) helps the agile practitioner remember the characteristics of a well-defined task. S – Specific tasks are ones that clearly contribute to the development of a user story. It should not be vague. M – Measurable tasks are ones that the team and customer can verify. A - Achievable tasks are ones that developers may realistically implement and understand. R - Relevant tasks are ones that unequivocally add value to the user story. T - Timeboxed tasks are ones that can have an estimate assigned of the amount of effort or time needed for development. [Agile Retrospectives: Making Good Teams Great. Esther Derby, Diana Larsen, Ken Schwaber.] [Planning, monitoring, and adapting]
2. In which of the following ways is Agile project management like waterfall project management?

D. Both approaches perform planning and analysis; they just do it in very different ways.

'A' is incorrect since waterfall projects do not welcome changing requirements. Instead they seek influence the factors that cause change. 'B' is not a good answer because Agile practices short iteration, but waterfall does not. 'C' is not correct since Agile practices releases and not phases.
3. The team has been using person as for the past two days on the project. On day three, someone suggests that they switch to extreme personas. Why might this make sense?

B. Extreme personas are exaggerated fictional characters that would use the system (often in extreme ways). This helps the team capture requirements that might otherwise be missed when focusing on typical users.
4. The purpose of an iteration retrospective is:

D. Iteration retrospectives are held to make future iterations more efficient. They look at the process and suggest what could be done more effectively in the future.
5. Which of the following is not a value pair expressed in Agile Manifesto?

C. This was close, but the correct pair is that Agile projects value "Customer collaboration over contract negotiation."

6. In the Principles behind the Agile Manifesto, what timeframe is expressed to deliver working software?

D. Take note that several questions here can be answered by knowing the principle Behind the Agile Manifesto. Principle three states that Agile projects “Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale”.

‘A’ would have been a good answer if the question were about XP, but it was not an appropriate choice the way the question was worded.

7. Units of work that do not necessarily add value but need to be done are known as:

D. The wording on this question is a bit tricky. Tasks are subdivisions of user stories that need to be done but do not necessarily add value.

‘A’ is a poor choice since capabilities (also known as epics) are very large user stories and would certainly add value. ‘B’ is close (this was the trap), but story points are estimates of effort, not units of work that need to be done. ‘C’ is a waterfall term to catch all of the people who are falling back on the PMBOK Guide here.

8. Osmotic Communication describes.

A. Osmotic communication describes how team members hear and absorb information just from working in the environment.

9. If a team member is not performing up to team expectations, who should address this?

B. The team is self-organizing and self-managing and part of that means addressing poor performance.

10. During early requirements-gathering, an important stakeholder repeatedly brings up concerns that are off-topic to the current requirements discussion. How should the team handle this?

A. This is the very purpose of the parking lot chart. It is used to capture off-topic information that may be important but should be looked at later.

‘B’ is not a very good choice since it may not solve the problem at all (the stakeholder may not feel that he or she needs to refocus.) ‘C’ is close to correct, but the way this is accomplished is through the parking lot chart, making ‘A’ the better answer. ‘D’ isn’t a good choice because we are not told what approach the team has been using, so we do not have enough information to know that changing to wireframes would have a positive impact.

11. Estimates of a user story used for estimating are known as:
- C.** This was an easier question. User stories are estimated in story points.
- 'A' is a made up term. 'B' and 'D' are among the several tools used to come up with story points, but they are not the estimate itself.
12. If a defect is detected on an Agile project, whose responsibility is it to correct the problem?
- B.** This was another easier question. The team is collectively responsible for the quality of the product.
- 'A' might have been a tempting answer, but it is not really the case. The responsibility lies with the team.
13. A key difference between a work breakdown structure (WBS) and an Agile story map is:
- C.** The WBS is a traditional, waterfall instrument, while an Agile story map is associated with Agile Projects. The WBS has to be complete, meaning that it is all of the work and only the work to be done on the project. An Agile story map does not have to (and should not) be complete. It is a higher-level map than the WBS.
14. Which statement is not true regarding user stories?
- A.** The question asked for the false statement. To answer this question you needed to remember the INVEST acronym (hopefully you are realizing this acronym is important by now)..
- 'B' 'C' and 'D' all come directly from INVEST.
15. George and Karen are working together on an Agile project. They have looked at the acceptance criteria and have built those into their modules first so that it must meet certain conditions to pass. George and Karen are practicing:
- D.** The key to answering this question is that they looked at the acceptance criteria and have built those into their modules first. This is what test-driven development does. It begins with the test.
- 'A' and 'B' are methodologies that do not prescribe that the tests have to be written first. 'C' is a practice that does incorporate testing like this, but it is not an Agile practice.
16. Which statement below is true regarding the definition of "done"?

B. The definition of “done” has to be agreed upon in advance by the entire team so that they all use it in the same way. When something is marked as “done”, everyone on the team needs to understand what that means.

‘A’ is not necessary or even a good idea. It could be redefined, but certainly not after every iteration. ‘C’ is certainly not true. It needs to be the same for all deliverables. ‘D’ is not correct since ground rules may be unwritten and passed along more informally. The definition of done is more formal than a ground rule.

17. Who is primarily responsible for creating the product roadmap?

A. This is an important role question. But if you know the roles, it is not difficult. The product owner is primarily responsible for the product roadmap.

18. The team is working on a group of user stories, but as they begin development they find they are unsure how to tell when the software works, How should the team manage this?

D. The Customer should be clear about when something “works” before it is developed.

‘A’ is not a good choice since delivering software that is likely not right is not a good practice. ‘B’ is not a good choice since it is the Customer or product owner who should do this and not the team. ‘C’ is not a good choice since no “test plan” is formally prescribed in Agile. This feels like a waterfall approach.

19. When is the appropriate time to play Planning Poker?

C. Planning poker should be played after the user stories have been developed and before the story points. This is because planning poker uses the user stories to create story points. ‘A’ is incorrect since the user stories are needed to play planning poker. ‘B’ is not a good choice because the story map comes before the epics, so this does not make sense. ‘D’ is not a good choice since the acceptance criteria should already be in place when the user stories are finished.

20. In what way does Wideband Delphi differ from traditional Delphi?

D. With the wideband Delphi technique, experts giving estimates are aware of the other experts, while in traditional Delphi, they do not know who the others are. This is a key difference. ‘A’ has it backwards. ‘B’ and ‘C’ may be true, but they may not. It is typical that both wideband Delphi and Delphi produce a best estimate, so these are not good answers.

21. A team member has communicated that she believes she can complete a user story in three days if there are no interruptions or distractions. This team member is:

B. This should have been fairly easy. Ideal time(also called ideal days) is an estimate of time if there are no distractions or interruptions.

22. Which practice listed below best reflects “continuous integration”?

A. You should be prepared to see more questions like this. Checking in new features daily is the closest reflection of continuous integration, which makes sure that updates are regularly folded back into the system to detect systemic issues quickly. ‘B’ is not a bad answer, but getting them into the customer’s hands is not the goal. Checking them into the system, building and regression testing is what we are after here. ‘C’ is not a good answer, since unit testing is not the goal (regression testing and integration testing are). Hopefully you eliminated ‘D’ as not the right answer quickly.

23. If an empowered team had drifted away from Agile practices, whose job is it to help them refocus?

A. This should have been an easy question to answer. It is squarely the coach’s job to remind the team and help them focus on Agile principles and practices.

24. What primary role does the sponsor play on an Agile project?

C. Roles are very important for this exam! The sponsor’s job is to fund the project and provide milestone-level goals for functionality and schedule. ‘A’ is the responsibility of the customer or product owner. If you guessed ‘B’ you have probably been reading the PMBOK guide lately. This is not a very Agile role. ‘D’ is also the responsibility of the customer and the product owner.

25. On an Agile project, which of the following should happen over time?

C. The cycle time (the time it takes for a user story to make it through to be completed) should get shorter over time until it reaches an optimal level. ‘A’ is not true since iterations are fixed in duration. You may get more done in an iteration, but you should not have shorter iterations. ‘B’ is not a good answer, because you would hope that velocity (how many story points a team can complete in an iteration) would increase. ‘D’ is not a good choice, because customer change requests is not a bad thing in Agile. In fact, once the customer understands how easy it is to request and affect change on the product, changes are likely to increase.

26. Who manages the iteration backlog?

- D.** The Team manages the iteration backlog, and the customer or product owner manages the product backlog.
27. The Y-axis of burn-up chart represents which of the following?
- C.** A burn-up chart shows story points on the Y-axis, which equates to functionality. 'D' would have been for the X-axis.
28. In Agile terminology, a "theme" is best described as:
- A.** Agile themes are groups of stories, iterations or releases. For example, the theme of one iteration might be 'reporting', and most (or all) of the user stories might have to do with generating reports. 'B' is a business justification. 'C' equates to a capability, and 'D' might have sounded good but it has no practical meaning.
29. The Product Roadmap:
- D.** The product roadmap is the document that is created after the vision statement. It has more detail than the vision statement, but it does not yet have the detail of the user stories in it. The product roadmap will show high-level features mapped to targeted releases, which has more detail than the vision statement has.
30. Which of the following meetings would a Product Owner most likely not be Invited to?
- A.** Product owners are important part of an Agile project. The term "Product Owner" is specific to Scrum, but it is similar to the Customer role in other methodologies. Because the Product Owner is so involved, he/she will be invited to many meetings, so this question was a bit difficult. Iteration retrospectives are for the core team, and they look at what was done in the preceding iteration and what could be done better in the next iteration. The team is looking at their own work, and it would not generally be productive to have a Product Owner attend this meeting. "B" is not a good choice since the Product Owner has a huge role to play in this meeting. 'C' is incorrect, since the Product Owner would likely attend and listen at the daily stand-up. 'D' is incorrect since the Product Owner runs the first half of the iteration planning meeting.
31. Which of the following best represents Scrum values?

D. This was a tough one unless you paid attention, as any of the four potential answers could have applied. The three pillars of the scrum, as described in chapter 9, are Visibility, Inspection, and Adaptation.

32. The team has released a build that is not in compliance with their organization's coding standards. Which statement below is true?

A. Technical Debt occurs when the team postpones decisions or actions that will need to be made eventually, and it is frowned upon. In this example, the team released software that presumably functioned but still needed work. This ultimately creates a backlog of work that will have to be done that will not add Customer value. 'B' is not correct since ground rules may or may not cover coding standards. 'C' should probably be true, but each team creates its own definition of done, and this may or may not be part of it. 'D' is completely wrong. Customer Value is important, but not at the expense of everything else. The team still has to function within an organization, and coding standards can be important part of that.

33. During planning poker, the Team provides estimates in:

C. Planning Poker uses a set of cards, traditionally labeled with 0, 1, 2, 3, 5, 8, 13, 20, 40, 100 and '?'. These represent story points, which are a measure of difficulty. If "Ideal days" had been a choice, that would have worked also, but among the choices present, 'C' was the best.

34. The smallest set of functionality that has value to the customer is:

B. The concept of the minimal marketable feature (MMF) is a very important one for the exam. It is the smallest unit of value to the customer. 'A' does not work since it is an estimate and not a unit of value. 'C' was the next best guess here, but it does not fit as well as the MMF because of the word "set" in the question. 'D' is not a particularly Agile term, and all functions do not directly add value to the customer.

35. A Sprint has ended. What comes next?

B. Choice 'B' would have been even clearer if it stated whether it was a release retrospective or a sprint retrospective, but it's still the best answer. 'A' is sometimes true, but not always. Not every sprint has a subsequent release. 'C' is close as well, but the retrospective comes first. 'D' doesn't work for this. The scrum of scrums is for groups of scrum teams to get together and discuss what has been accomplished since the last meeting. They are often held daily.

36. A project stakeholder has asked for a current status on the project. What is the best way to address this request?
- D.** The information radiator is a great resource for current information. It may be inadequate for the stakeholder's particular needs, but it is a great place to start. 'A' is not really the job of the coach. While the coach may be asked to give statuses, he/she won't gather them at daily stand-ups as this answer suggests. 'B' is not a good answer. This is not the product Owner's job. 'C' is not a great answer since it is not productive for the team to stop working and give a status every time a stakeholder requests one.
37. The Team has just begun Iteration H. Which of the following would be expected during this iteration?
- A.** This is slightly tricky. Iteration H is also known as a hardening iteration, where no new functionality is developed but the functionality that is there is tested.
38. A program has been broken down into multiple Agile projects. The project management organization (PMO) has asked that the various teams coordinate. What is the best way to accomplish this?
- C.** The scrum of scrum meetings allows for the various teams to meet and coordinate their work. This would be ideal (and probably necessary) on a scrum program.
39. On a Scrum project, the single voice of the user is represented by:
- B.** The Product Owner is the single voice of the customer and users on the project.
40. The team is halfway through iteration when the customer asks to introduce new functionality into the iteration backlog. What is the most appropriate response by the team, and why?
- C.** This one was not easy. Iterations are commitments by the team to accomplish a set package of work, and once an iteration is begun, it is important to try to protect it so that the team can meet that commitment. The customer can always add functionality to the product backlog, but the iteration backlog should be static once the iteration has begun. 'A' was a tricky answer. Welcoming change is a good thing, but not when it involves changing an iteration in the middle of that iteration. 'B' is not a good answer, since the team has interests here as well. 'D' is the worst of the four answers. The scrum master or coach does not have the final say about this (or much else) on the project.