Oct 2015:

31/10/2015, 5:37 pm -

Question 4:-

Which one of the following is not conveyed by the team members in daily stand up meeting?

A. What I did yesterday?

B. **What better I can do in the today’s task**

C. What I will do today?

D. What are the impediments?

31/10/2015, 6:01 pm -

31/10/2015, 6:05 pm -

31/10/2015, 7:23 pm -

**95021 99396‬: Answer is B**

31/10/2015, 7:23 pm -

Question 5:-

Adrian, the head of a multi-national corporation, is considering hiring an agile team to develop a new database system. However, the agile team Adrian is working with tells her that estimating final cost can be difficult. Why is it more difficult to estimate cost on an agile project?

A. Because agile contracts have no scheduling or planning

B. Because customers have little experience with the agile quality to cost and value triangle.

C. **Because agile welcomes changing scope**

D. Because the cost of developers is constantly in flux.

31/10/2015, 8:35 pm -

Time, budget, and cost estimation is an important knowledge and skill area of agile. According to Highsmith, the nature of the agile method, whereby it welcomes changing scope, means that it lends itself well to fixed budgets and a fixed schedule because changing scope makes it difficult to estimate a total cost.

02/11/2015,   
Question 1:-

Elaine, the product owner of an agile project, is using group of tool to track the project. Select the incorrect option which Elaine shouldn’t use for tracking of the project.

A. Burn-Up chart

B. Cumulative Flow Diagram

C. Task Kanban Board

D. **Project Charter**

02/11/2015, 10:34 am - Ram Tava Excelr: A

02/11/2015, 1:45 pm -

Project charter is a document prepared in the initial phase of the project to start and is not use for the tracking of the project

02/11/2015, 1:45 pm -

Which tool, similar to a burnup chart, can be used on an agile project to show total scope of items in the backlog?

A. Value Stream Mapping chart

B. Total Scope diagram

C. **Cumulative Flow Diagram**

D. Kanban Board

02/11/2015, 2:09 pm -

02/11/2015, 3:05 pm -

02/11/2015, 4:42 pm -

Answer is C

Like burnup charts, cumulative flow diagrams are information radiators that can track progress for agile projects. CFDs differ from traditional burnup charts because they convey total scope (not started, started, completed) of the entire backlog. Tracked items can be features, stories, tasks, or use cases. By tracking total scope, CFDs communicate absolute progress and give a proportional sense of project progress (e.g., On Day 14: 15% of features have been completed; 15% have been started; and, 70% have not been started).

02/11/2015, 4:42 pm -

Bart is reviewing a chart that shows different expectations of story point completion for an entire project based on risk. What is Bart reviewing?

A. **A risk-based burnup chart.**

B. A burndown chart.

C. A risk-adjusted burndown chart.

D. A burnup chart.

02/11/2015, 6:56 pm -

02/11/2015, 7:38 pm -

**Answer is A**

A risk-based burnup chart tracks targeted and actual product delivery progress and also includes estimates of how likely the team is to achieve targeted value adjusted for risk. Typically, risk is shown as three different levels: best-case; most likely; and worst-case. For example, if you have a iteration project and the team's current velocity is 10 story points, you can portray the chance of completing 100 story points (most likely case), the chance of completing 80 story points (worst-case), and the chance of completing 120 story points (best-case). In this way, the stakeholders get a feel for the range of risk.

03/11/2015, 10:38 am -

Question 1:-

What is one piece of information a stakeholder can review using a risk-based burnup chart?

A. The amount of defects identified to date in a release

B. The amount of story points completed in iteration

C. The amount of remaining use stories to decompose in a release.

D. **The most likely amount of story points that will be completed in a project.**

03/11/2015, 2:11 pm - Archana khandelwal: D

03/11/2015, 1:13 pm -

03/11/2015, 6:07 pm -

Where do all user stories typically reside in an agile project?

A. Burn down backlog

B. The iteration backlog

C. **The product backlog**

D. The sprint backlog

03/11/2015, 7:54 pm -

In an agile project, the product backlog typically holds all the user stories to be developed.

04/11/2015, 10:12 am -

Select the best definition of Velocity

A. Velocity is a metric that predicts how much story points an Agile software development team can assume to complete in a projects

B. No of Story points completed by team from product backlog divided by no of team members

C. No of Story points completed by team from iteration backlog divided by no of team members

D. **Rate of measure an agile software development team completed story points from product backlog at an interval**

04/11/2015, 12:15 pm -

Velocity is a measure of the number of user story points or stories completed by a team per iteration. An agile team can use its previous velocity recordings as a method of estimating how many user story points it may complete in the next iteration.

04/11/2015, 12:16 pm -

David’s team of 5 team members has just completed development, testing and releasing of 25 story points in 4 week duration of sprint. What is the velocity of David’s team?

A. 5

B. 30

C. 6.25

D. **25**

Welcome to ExcelR's PMIACP group

**04/11/2015, 7:30 pm -**

04/11/2015, 7:30 pm -

Question 3:-‬

David’s agile team just finished building, testing, and releasing 28 user story points in its most recent 3 week iteration. What is the velocity of David’s team?

A. 3

B. **28**

C. 72

D. 8

05/11/2015, 10:06 am -

05/11/2015, 10:32 am -

Select the incorrect option which is not a key element of project charter

A. Vision

B. **Planning criteria**

C. Success criteria

D. Mission

05/11/2015, 10:42 am -

05/11/2015, 11:10 am -

05/11/2015, 12:42 pm - Ram Tava Excelr: B

05/11/2015, 1:53 pm -

Key elements of project charter are Vision, Mission, and Success Criteria

05/11/2015, 1:53 pm -

Calculate the Net Present Value of the following investment candidate. The initial investment cost is $10,000. The discount rate is 0%. At the end of year 1, $500 is expected. At the end of year 2, $8,000 is expected. At the end of year 3, $1,500 is expected.

A. $10.00

B. $1.00

C. ($1.00)

D. **$0**

05/11/2015, 6:08 pm -

Net Present Value: A metric used to analyse the profitability of an investment or project. NPV is the difference between the present value of cash inflows and the present value of cash outflows. NPV considers the likelihood of future cash inflows that an investment or project will yield.

NPV is the sum of each cash inflow/outflow for the expected duration of the investment. Each cash inflow/outflow is discounted back to its present value (PV) (i.e.,, what the money is worth in terms of today's value). NPV is the sum of all terms: NPV = Sum of [ Rt/(1 + i)^t ] where t = the time of the cash flow, i = the discount rate (the rate of return that could be earned on in the financial markets), and Rt = the net cash inflow or outflow.

For example, consider the following two year period. The discount rate is 5% and the initial investment cost is $500. At the end of the first year, a $200 inflow is expected. At the end of the second year, a $1,000 is expected. NPV = -500 + 200/(1.05)^1 + 1000/(1.05)^2 = ∼ $597. If NPV is positive, it indicates that the investment will add value to the buyer's portfolio. If NPV is negative, it will subtract value. If NPV is zero, it will neither add nor subtract value

05/11/2015, 6:08 pm -

Question 3:-‬

Xavier has just written test code as part of the four step process of TDD. What step is Xavier performing?

A. 4th

B. 2nd

C. **1st**

D. 3rd

05/11/2015, 7:52 pm -

05/11/2015, 7:54 pm -

Step 3) After distillation the team develops the test code and product code to implement the product features.‬

05/11/2015, 8:17 pm -

The TDD process has four basic steps: Write a test, 2) Verify and validate the test, 3) Write product code and apply the test, 4) Refactor the product code. An example may be that a user has to enter an age value. A good test is to make sure the user data entry is a positive number and not a different type of input, like a letter (i.e., write the test). The programmer would verify that entering a letter instead of a number would cause the program to cause an exception (i.e., v&v the test).

The programmer would then write product code that takes user entry for the age value (i.e., write the product code). The programmer would then run the product code and enter correct age values and incorrect age values (i.e., apply the test). If the product code is successful, the programmer would refactor the product code to improve its design. Using these four steps iteratively ensures that programmers think about how a software program might fail first and to build product code that is holistically being tested. This helps produce high quality code

06/11/2015, 10:13 am -

Question 1:-‬

Of the following, which is the best definition of an agile leader?

A. Someone who empowers the team to procrastinate and evade key decisions for the sake of performance.

B. Someone who empowers the team to be dependent and reliant upon on the team leader for all decisions.

C. Someone who empowers the team to be undisciplined and chaordic.

D. **Someone who empowers the team to be self-organized and self-disciplined.**

06/11/2015, 12:26 pm -

A common misconception in agile is that an agile team does not need a leader. In fact, all agile teams need a leader, but the way in which the leader leads is fundamentally different than the typical traditional project manager/project leader method. Some have theorized that this misconception stems from the desired 'self-organizing' quality of the agile team. And although the 'self-organizing' agile team is empowered to take ownership and responsibility of the product and make some decisions itself, it nevertheless requires a leader to help provide guidance, mentoring, coaching, problem solving, and decision making. Some key aspects required of an agile leader include: empowering team members to decide what standard agile practices and methods it will use; allowing the team to be self-organized and self-disciplined; empowering the team members to make decisions collaboratively with the customer; inspire the team to be innovative and explore new ideas and technology capabilities; be a champion of and articulate the product vision to team members so it will be motivated to accomplish the overall objective; remove any obstacles and solve any problems the team may face in its effort; communicate and endorse the values and principles of agile project management to stakeholders that may be unfamiliar with agile; ensure that all stakeholders, including business managers and developers, are collaborating effectively; and, be able to adapt the leadership style to the working environment to ensure that the agile values and principles are effectively upheld.

06/11/2015, 12:26 pm -

Identify the lean manufacturing process used for inventory control adopted by agile to help control workflow?

A. 5Y

B. Kaizen

C. Yokoten

D. **Kanban**

06/11/2015, 5:39 pm -

Kanban, Japanese for billboard or signboard, is a scheduling system for just-in-time (JIT) production developed by Toyota in the 1940s and 1950s. It is a way of controlling and reducing inventory by using cards or signs to order (demand signal) requisite parts for a manufacturing process from other dependent systems (supply). Kanban has been adopted by agile to help control workflow.

06/11/2015, 5:39 pm -

Question 3:-‬‬

To help explain the definition of local safety in his agile practitioner class, Cody uses a chart showing a cumulative distribution function of estimated task times. On the chart, the 90% confidence level has a value of 120 minutes, the 50% confidence level has a value of 70 minutes, and the 10% confidence level has a value of 10 minutes. What is the local safety of this task?

A. **50 minutes**

B. 70 minutes

C. 60 minutes

D. 110 minutes

06/11/2015, 7:23 pm -

06/11/2015, 7:23 pm -

06/11/2015, 10:47 pm -

06/11/2015, 8:03 pm -

The local safety is the difference between the 90% confidence estimate of task time and **the 50% confidence estimate** of task time. Remember that estimates for task time are typically a range of estimates and not a single value; think of estimates existing as a cumulative distribution function. A 50% confidence estimate is essentially an aggressive estimate where the estimator only has a 50% confidence that the task will be completed within the associated time value. A 90% confidence estimate is essentially a conservative estimate where the estimator has a 90% confidence that the task will be completed within the associated time value.

07/11/2015, 11:33 am -

Rachel is going over the agile knowledge and skill area of communications management. Which of the following is the best definition of communications management? ‬‬

A. Managing communication between the team to reduce team conflict and inefficiencies.

B. Reducing communication between the development team and stakeholders to prevent the inefficiency that communication causes in the software environment.

C. Managing communication between a few key team members so that they may in turn convey information to their subordinates.

D. **Managing communication between team members and stakeholders to promote effective collaboration.**

07/11/2015, 3:07 pm -

Effective communication is a cornerstone of agile.

Communication is the act of transferring information among various parties. Communications management is a knowledge and skill area of agile that highlights this importance.

PMI has several definitions regarding communications management and agile builds on top of these to add its own perspective:

1) Communications Planning: Determining the information and communication needs of the projects stakeholders

2) Information Distribution: Making needed information available to project stakeholders in a timely manner,

3) Performance Reporting: Collecting and distributing performance information. This includes status reporting, progress measurement, and forecasting, and

4) Managing Stakeholders: Managing communications to satisfy the requirements and resolve issues with project stakeholders. From an agile perspective: communication among the team is built into the process and facilitated through collocation, information radiators, daily stand-up meetings, retrospectives etc.; Although it is hoped that the product owner, customer, and user can be heavily involved with the project and also use these communication techniques, a plan for conveying information to stakeholders may be needed if this is not the case.

07/11/2015, 3:08 pm -

A. **A trainer can administer site content.**

B. A trainer can delete old training programs from student plans.

C. A trainer can sign up students for detailed nutrition programs

D. A trainer can review student weight lifting progress.

09/11/2015, 7:21 am -

The best answer is "A trainer can administer site content" because it is an activity that has no clear end point or exit criteria. The other selections include activities that have a clear end point.

09/11/2015, 12:04 pm -

A. **CV = EV - AC**

B. CV = AC - EV

C. CV = PV - EV

D. CV = EV - PV

‬‬

09/11/2015, 2:54 pm -

Unlike traditional project management methods that evaluate risk and variance and trends in formal meetings, agile incorporates risk analysis and variance and trend analysis into iteration review meetings. Risk and variance and trend analysis may be performed in agile using information radiators, like a risk burndown chart, and the use of traditional earned value management (EVM) to measure cost and schedule variance (CV and SV, respectively).

09/11/2015, 2:55 pm -

What does the XP phrase 'caves and common' mean?

A. A caves area where programmers may have peace and quiet for developing user stories and a common room for eating lunch and other social activities.

B. A single room where on one side is an open space with information radiators and a whiteboard for meetings, and on the other side are programming cubicles.

C. **A common area that is public to team members and where osmotic communication and collaboration are at play, and a caves area that is a reserved space for private business.**

D. A common area reserved for iteration reviews, daily stand-ups, and retrospectives and a caves area reserved for the development team.

09/11/2015, 4:49 pm -

The XP phrase 'caves and common' refers to the creation of two zones for team members. The common area is a public space where osmotic communication and collaboration are largely at play. The caves is a private space is reserved for private tasks that require an isolated and quiet environment. For the common area to work well, each team member should be working on one and the same project.

09/11/2015, 4:50 pm -

What does a wireframe help portray to a customer?

A. A finished product design.

**B. A design concept showing content, layout, and intended functionality.**

C. A competitor's design.

D. Select the definition of osmotic communication

09/11/2015, 5:30 pm -

09/11/2015, 6:00 pm -

09/11/2015, 7:51 pm -

In the agile design process, prototypes help the customer understand current design state. Three common **types of prototypes are HTML, paper (i.e., sketches), and wireframes. A wireframe is a sketch of a user interface, identifying its content, layout, functionality, is usually black and white, and excludes detailed pictures or graphics. A wireframe can be created on paper, whiteboards, or using software.**

10/11/2015, 11:23 am -

Select the definition of osmotic communication

**A. A concept of communication where people sharing the same workspace take in information unconsciously**

B. A concept of communication where only verbal information is exchanged

C. A concept of communication that excludes body language and other non-verbal

D. A concept of communication for software developers to exchange best coding practices

10/11/2015, 1:03 pm -

Osmotic communication is a concept of communication where information is shared between collocated team members unconsciously. By sharing the same work environment, team members are exposed to the same environmental sounds and other environmental input and unconsciously share a common framework that improves communication

10/11/2015, 1:03 pm -

As a product owner, Hanna believes in the value of 'incremental delivery.' Why might

Hanna see value in incremental delivery?

A. As product owner, she can delay valuable feedback until the end of the project.

B. As product owner, she can review old product code.

C. As product owner, she can start to create the product roadmap.

**D. As product owner, she can review a tangible product and update or refine requirements.**

10/11/2015, 4:08 pm -

- A cornerstone of Agile development is 'incremental delivery.' Incremental delivery is the frequent delivery of working products, which are successively improved, to a customer for immediate feedback and acceptance. Typically, a product is delivered at the end of each sprint or iteration for demonstration and feedback. In this feedback technique, a customer can review the product and provide updated requirements. Changed/updated/refined requirements are welcomed in the agile process to ensure the customer receives a valuable and quality product. A sprint or iteration typically lasts from two to four weeks and at the end a new and improved product is delivered, incrementally

10/11/2015, 4:09 pm -

With respect to agile project management, what term is used to describe "making decisions in an uncertain environment?"

A. Rumination

B. Control.

C. Ascendancy

**D. Governance**

Highsmith defines agile project governance as "making decisions in an uncertain environment."

12/11/2015, 11:31 am -

Of the following, which is the best definition of prioritization?

A. The vector ordering of product features with respect value.

B. The scalar ordering of product features with respect to value.

C. The fixed ordering of product features with respect to value.

**D. The relative ordering of product features with respect to value.**

12/11/2015, 11:42 am -

12/11/2015, 1:14 pm -

An agile team must always face the prioritization of product features in its product backlog. From release planning to iteration planning, an agile team must prioritize the user stories/features of its product to ensure that high-quality and high-value features are developed first to help facilitate an optimized and early return on investment (ROI). An agile team typically prioritizes requirements or user stories/features in terms of relative value and risk; value is defined by the customer (i.e., customer-value prioritization). Two common methods to prioritize product features are: MoSCoW and Kano. The MoSCoW method categorizes features into 'Must have,' 'Should have,' 'Could have,' and 'Would have' features. The Kano method categorizes features into 'Must haves (threshold),' 'Dissatisfiers,' 'Satisfiers,' and 'Delighters.' Must haves are features that are requisite. Dissatisfiers are features that adversely impact perceived value and should be eliminated. 'Satisfiers' are features that increase perceived value linearly, where the more you add the more the customer is pleased, but are not required, and 'Delighters' are features that increase perceived value exponentially to please the customer. To prioritize features based on risk, a risk-to-value matrix can be used. A risk- to-value matrix has four quadrants, with the horizontal axis having low and high value, and the vertical axis having low and high risk. User stories are assigned to one of the four categories/quadrants: low-value, low-risk; low-value, high-risk; high-value, low-risk; high-value, high- risk. A cost-to-value matrix can also be made in this manner. All prioritization in agile is 'relative,' meaning that the priority of one user story is relative to other user stories and not prioritized on a fixed scale.

12/11/2015, 1:14 pm -

Which of the following lists the four Agile Manifesto values?

A. ) 1) Individuals and collaboration over processes and tools, 2) Working software over comprehensive documentation, 3) Customer collaboration over contract negotiation, and 4) Responding to change over following a plan.

B. 1) Individuals and interactions over processes and tools, 2) Comprehensive documentation over working software, 3) Customer collaboration over contract negotiation, and 4)Responding to change over following a plan.

C. 1) Teams and interactions over processes and tools, 2) Working software over comprehensive documentation, 3) Customer collaboration over contract negotiation, and 4) Responding to change over following a plan.

D. **1) Individuals and interactions over processes and tools, 2) Working software over comprehensive documentation, 3) Customer collaboration over contract negotiation, and 4) Responding to change over following a plan**

12/11/2015, 3:09 pm -

12/11/2015, 5:01 pm -

The Agile Manifesto defines four values. The four values list primary values and secondary values, with primary values superseding secondary values. The values are 1) individuals and interactions over processes and tools, 2) working software over comprehensive documentation, 3) customer collaboration over contract negotiation, and 4) responding to change over following a plan.

12/11/2015, 5:01 pm -

During Vanessa's daily stand-up meeting update, the agile team helped her make a quick decision on what type of memory she should use for object access. When a team makes decisions together, it is known as:

A. **A participatory decision model**

B. A ad hominem decision model

C. A user-first decision model

D. A done-done decision model

12/11/2015, 5:18 pm -

12/11/2015, 5:59 pm - Ram Tava Excelr: A

13/11/2015, 12:02 pm -

To build trust among the team, agile believes heavily in participatory decision models where team members collaborate to make decisions. Although a team leader or scrum master will need to make some decisions individually, many decisions can be made by the team collectively. These agile principles are also known as collective ownership, self-organization, and self-discipline. In collective ownership, the team members are equally responsible for project results and are empowered to participate in decision making and problem solving processes

13/11/2015, 12:03 pm -

How long does creating a charter typically take in the Crystal development process?

A. A few hours.

B. From four to eight hours.

C. A few months.

**D. From a few days to a few weeks.**

13/11/2015, 2:12 pm -

The Crystal development process is cyclical/iterative. Its primary components are chartering, delivery cycles, and project wrap-up. Chartering involves creating a project charter, which can last from a few days to a few weeks. Chartering consists of four activities: 1) Building the core project team, 2) performing an Exploratory 360° assessment, 3) fine tuning the methodology, and 3) building the initial project plan.

13/11/2015, 2:12 pm -

Select the parameter that does NOT belong in the agile iron triangle:

A. Schedule

B. Scope

C. Cost

**D. Constraints**

13/11/2015, 5:08 pm -

The agile iron triangle includes cost, scope, and schedule as its parameters. Constraints is a parameter included in the agile triangle, not the agile iron triangle.

13/11/2015, 5:08 pm -

Trey and his agile team are using story points to estimate development effort of user .

stories. What is a story point?

A. A fixed and interval value of development effort.

**B. A fixed and relative value of development effort.**

C. A dynamic and nominal value of development effort.

D. A fixed and ordinal value of development effort.

13/11/2015, 6:38 pm -

13/11/2015, 7:06 pm -

Story points represent the relative work effort it takes to develop a user story. Each point represents a fixed value of development effort. When estimating the agile team must consider, complexity, effort, risk, and inter-dependencies.

14/11/2015, 5:30 pm -

14/11/2015, 10:30 am -

Thomas is explaining the purpose of a product roadmap to Christy, a new agile developer. Select the response that best defines a product roadmap.

A. **A high level overview of the product requirements.**

B. A high level overview of the sprint backlog.

C. A high level overview of the iteration backlog.

D. A highly detailed document describing the product requirements.

14/11/2015, 12:22 pm -

The product roadmap - owned by the product owner - serves as a high level overview of the product requirements. It is used as a tool for prioritizing features, organizing features into categories, and assigning rough time frames. Creating a product roadmap has four basic steps: 1) Identify requirements (these will become part of the product backlog), 2) Organize requirements into categories or themes, 3) Estimate relative work effort (e.g., planning poker or affinity estimation) and prioritize (value), and 4) Estimate rough time frames (estimate velocity, sprint duration, and rough release dates).

14/11/2015, 12:23 pm -

What is a WIP limit?

A. A limit of how many sprints can be performed at one time.

B. A limit of how many user stories can be authored at one time.

**C. A limit of how many WIPs can be in process at one time.**

D. A limit of how many object classes can be performed during a sprint.

14/11/2015, 12:28 pm -

14/11/2015, 12:50 pm -

14/11/2015, 12:56 pm -

14/11/2015, 3:49 pm -

A lean manufacturing philosophy is to eliminate waste. One defined waste type in the lean philosophy is inventory, which is also referred to as work in process (WIP). WIP is material or parts that have started production but are not yet a finished or "done" product. Inventory is considered wasteful because it costs money to purchase, store, and maintain. One way of reducing inventory is to reduce the WIP at individual machines or servers by only moving as fast as your slowest machine or processor (the system bottleneck). Agile also strives to control its WIP through WIP limits by completing all features to a "done" state before beginning development of new features. One can think of an iteration or sprint as a process that can develop a certain amount of features. In this analogy, the WIP limit is equivalent to the sprint backlog. By maintaining a WIP limit equal to the sprint backlog, no features should be incomplete at the sprint review.

14/11/2015, 3:49 pm -

What is a sprint backlog?

**A. A list of the product features to be developed in a sprint.**

B. A list of all product features to be developed in a release.

C. A list of possible product features to be developed in a sprint.

D. A list of product features.

14/11/2015, 3:51 pm -

14/11/2015, 4:09 pm - Ram Tava Excelr: C

14/11/2015, 5:27 pm -

14/11/2015, 6:53 pm -

The sprint backlog is a list of product features or work items to be completed in a sprint. It is typically fixed for the sprint unless it is overcome by important customer requirements.

16/11/2015, 10:23 am -

What does the agile estimation technique of ideal days ignore, discount, or simplify?

A. Non-working days, single developer implementation only, and ideal uninterrupted work

B. **Delays, obstacles, non-working days, and the possibility that multiple developers may work on the user story**

C. Weekends, holidays, and ideal working conditions

D. Delays, obstacles, and ideal working days

16/11/2015, 10:25 am - Alok Excelr: C

16/11/2015, 10:29 am -

16/11/2015, 11:53 am -

16/11/2015, 11:54 am -

16/11/2015, 12:29 pm -

Instead of using story points, agile teams may estimate the relative sizes of user stories using .ideal days. Ideal days represents the amount of days - uninterrupted by meetings, personal life, non-working days, or any other delays, obstacles or distractions - that it would take a single person to build, test, and release the user story, relative to other user stories in the backlog.

16/11/2015, 12:29 pm -

Of the following, select the rationale for why an empowered team considered an important team attribute in agile?

A. Empowered teams need extensive management involvement in order to understand customer need

B. **Empowered teams need minimal management involvement and thus can focus on leading and delivering value instead of being lead**

C. Empowered teams adapt slowly to changing requirements and therefore can reduce scope-creep risk.

D. Empowered teams remain inflexible to changing customer requirements and focus on delivering to specification.

16/11/2015, 12:31 pm - Alok Excelr: Ans :B

16/11/2015, 12:31 pm - Ram Tava Excelr: Hi chitra

16/11/2015, 4:06 pm -

- Empowered teams - ones that are self-organizing and know how to solve problems with minimal management involvement - are a cornerstone of the agile methodology. This is the antithesis to the classic viewpoint of the traditional project manager who is seen as someone that controls all decisions and delegates tasks to a team with little feedback. An agile team must include all members and stakeholders to make decisions, and make decisions expediently. Because it is essential that the user/customer be involved with development, it is encouraged that the user/customer is closely integrated with the agile team with collocation/on-site support being ideal. An agile team feels empowered when it collectively assumes responsibility for the delivery of the product

16/11/2015, 4:06 pm -

An agile team often uses velocity when estimating. What is velocity?

**A. A measure of the number of user story points or stories completed per iteration**

B. A measure of the number of user story points completed per day

C. A measure of the number of iteration plans completed per iteration

D. A measure of the number of user story points completed per release

16/11/2015, 7:12 pm -

Velocity is a measure of the number of user story points or stories completed by a team per iteration. An agile team can use its previous velocity recordings as a method of estimating how many user story points it may complete in the next iteration

17/11/2015, 10:22 am -

Define velocity as used in agile estimation.

A. A measure of the number of user story points planned per release.

B. A measure of the number of user story points planned for an iteration.

**C. A measure of the number of user story points or stories completed per iteration.**

D. A measure of the number of user story points completed per day.

17/11/2015, 10:36 am -

17/11/2015, 11:08 am -

17/11/2015, 7:46 pm -

17/11/2015, 11:14 am -

17/11/2015, 12:59 pm - Ram Tava Excelr: Hi Ranjeet welcome

17/11/2015, 2:10 pm -

Velocity is a measure of the number of user story points or stories completed by a team per iteration. An agile team can use its previous velocity recordings as a method of estimating how many user story points it may complete in the next iteration.

17/11/2015, 2:10 pm -

Select from the following types of contracts, the one most suited for the agile framework.

A. **Fixed-price with incentive**

B. Fixed-requirement

C. Fixed-scope

D. Fixed-price

17/11/2015, 4:37 pm -

Time, budget, and cost estimation is an important knowledge and skill area of agile. According to High smith, the nature of the agile method, whereby it welcomes changing scope, means that it lends itself well to fixed budgets and a fixed schedule because changing scope makes it difficult to estimate a total cost. Generally speaking, the budget and schedule constraints are known but before a project will commence there needs to be an agreed upon set of base product functionality defined in an initiation phase; fixing scope reduces an agile team's innovative tendency to provide improved value. For companies that are familiar with fixed-price contracts, where requirements are agreed upon before contract closing, adopting agile can be a weary initial venture. Instead, other contract vehicle types are recommended for agile efforts. These include: a general service contract for the initiation phase and separate fixed-price contracts for iterations or user stories; time-and-material contracts; not-to-exceed with fixed-fee contracts; and, incentive contracts (e.g., fixed price with incentive; cost-reimbursable with award fee).

17/11/2015, 4:50 pm -

As agile team leader, Stacey intends to schedule a brainstorming session to generate idea that may help solve some of the team's current issues. Which of the following is NOT a good brainstorming technique that Stacey should use?

A. Delaying any criticism that may hamper idea generation.

B. Hosting the meeting in a neutral and comfortable environment.

C. Having an engaging and experienced facilitator lead the brainstorming session.

D. **Never follow up with the results, conclusions, or action items of the brainstorming session.**

17/11/2015, 4:55 pm -

17/11/2015, 7:07 pm -

A successful brainstorming event should strive to consider the following points - Host the meeting in a neutral and comfortable environment - Have an engaging and experienced facilitator lead the event - Send participants an overview, with goals, schedule, and what ground rules, beforehand - Have a multi- disciplinary/diverse team to get a broader perspective - Delay any criticism that may stifle idea generation.

18/11/2015, 10:13 am -

Select a technique that promotes agile 'knowledge sharing.'

A. A non-skilled team

B. A monolithic team

C. **A cross-functional team**

D. A mono-functional team

18/11/2015, 10:13 am - Alok Excelr: Ans C

18/11/2015, 10:20 am -

18/11/2015, 11:59 am -

- In agile, effective 'knowledge sharing' is a critical factor for success. It involves the near real time communication of key information among all team members and stakeholders. To promote knowledge sharing, agile uses standard practices built into its process, such as using generalized specialists/cross functional teams, self-organizing and self-disciplined teams, collocation, daily stand- up meetings, iteration/sprint planning, release planning, pair programming and pair rotation, project retrospectives/reflection, and on-site customer support. And, of course, the sixth principle of Agile is " The most efficient and effective method of conveying information to and within a development team is face-to-face conversation." In this sense, Agile prefers and encourages collocation for all stakeholders and team members for the simple fact that face-to-face conversation is the best method of communication and, in turn, effective knowledge sharing.

18/11/2015, 11:59 am -

Select the correct ending to the sentence. When estimating relative work effort in the agile methodology, ideal days are estimated for

A. The entire development team.

B. a pair of programmers.

C. the entire iteration team.

D. **a single developer**.

18/11/2015, 1:06 pm - Archana khandelwal: A

18/11/2015, 1:19 pm - Alok Excelr: A

18/11/2015, 1:41 pm -

18/11/2015, 2:16 pm -

Instead of using story points, agile teams may estimate the relative sizes of user stories using ideal days. Ideal days represents the amount of days - uninterrupted by meetings, personal life, non- working days, or any other delays, obstacles or distractions - that it would take a single person to build, test, and release the user story, relative to other user stories in the backlog.

18/11/2015, 2:16 pm -

When drafting a persona for agile modeling, which detail is the most important to include?

A. A picture

**B. All are important details**

C. An Age

D. An Address

18/11/2015, 2:22 pm - Alok Excelr: Most likely B

18/11/2015, 6:54 pm -

A persona is a notional user of the system under development. Being much more detailed than actors in use case modeling where generic user names are assigned (e.g., end user), personas try to elaborate on users with detailed descriptions to provide context to the developers. Some personas have such notional details as name, address, age, income, likes and dislikes, and other specific details.

19/11/2015, 11:07 am -

Patty is reviewing an agile artifact that serves as a high level overview of the product requirements and when certain features are expected to be completed. What artifact is Patty most likely looking reviewing?

A. A project roadmap

B. A process roadmap

**C. A product roadmap**

D. A planning roadmap

19/11/2015, 11:09 am -

19/11/2015, 11:13 am - Alok Excelr: C

19/11/2015, 11:21 am - Archana khandelwal: C

19/11/2015, 11:52 am -

19/11/2015, 1:40 pm - Ram Tava Excelr: C

19/11/2015, 1:51 pm -

The product roadmap - owned by the product owner - serves as a high level overview of the product requirements. It is used as a tool for prioritizing features, organizing features into categories, and assigning rough time frames. Creating a product roadmap has four basic steps: 1) Identify requirements (these will become part of the product backlog), 2) Organize requirements into categories or themes, 3) Estimate relative work effort (e.g., planning poker or affinity estimation) and prioritize (value), and 4) Estimate rough time frames (estimate velocity, sprint duration, and rough release dates).

19/11/2015, 1:51 pm -

Select the response that is a typical information radiator for an agile project.

**A. A task board**

B. A 10-day weather look ahead for all team members' local weather

C. An archive of team e-mails

D. A project plan document

19/11/2015, 4:46 pm -

Typical information radiators on an agile project include: project burndown charts, task boards, .burnup charts, and defect charts

19/11/2015, 4:46 pm -

Of the following, which response defines an information radiator?

A. An online guide for how to review project information.

**B. A visual representation or chart that shows project status regarding a tracked project-related metric.**

C. A raw file of project data.

D. A visual depiction of a Pascal coding technique.

19/11/2015, 4:59 pm - Alok Excelr: Ans : B

19/11/2015, 5:07 pm - Ram Tava Excelr: Hi Ranjeet the mail I'd is

19/11/2015, 7:24 pm -

An information radiator is a visual representation of project status data.

20/11/2015, 10:10 am -

What does collocation and osmotic communication enhance among team members?

**A. The natural flow of questions, ideas, and information sharing**

B. The natural flow of top-down decision making

C. Inter-team rivalry and competition for improved productivity

D. A reduction in the use of body language and other visual cues

20/11/2015, 12:18 pm -

Osmotic communication helps ensure the natural flow of questions, ideas, and information sharing among the agile project team.

20/11/2015, 12:18 pm -

What is the activity called when a team constructively criticizes its performance for the . purpose of improving performance going forward?

A. A refactoring

**B. A retrospective**

C. A re-imaging

D. A resolution

20/11/2015, 4:01 pm -

During reflection or retrospectives, an agile team reserves time to reflect on the work it has completed with the objective of continuous improvement. In these self-assessment/team- assessment events, topics can include: lessons learned from successes and failures; team standards that worked, failed, or were not properly followed; and other areas of improvement.

20/11/2015, 4:01 pm -

Question 3:-‬‬‬‬‬

Planning poker, where team members make collective decisions, is an example of:

A. A relative decision model

B. An exclusionary decision model

C. An ordinal decision model

**D. A participatory decision model**

20/11/2015, 4:02 pm -

20/11/2015, 4:08 pm - Archana khandelwal: D

20/11/2015, 6:22 pm - Alok Excelr: D

20/11/2015, 6:46 pm -

To build trust among the team, agile believes heavily in participatory decision models where team members collaborate to make decisions. Although a team leader or scrum master will need to make some decisions individually, many decisions can be made by the team collectively. These agile principles are also known as collective ownership, self-organization, and self-discipline. In collective ownership, the team members are equally responsible for project results and are empowered to participate in decision making and problem solving processes.

21/11/2015, 10:02 am -

If a user story is said to be able to be scheduled and developed in any order, it satisfies .which characteristic?

A. It is estimable

**B. It is independent**

C. It is Negotiable

D. It is small

21/11/2015, 10:03 am - Alok Excelr: As : B

21/11/2015, 12:15 pm -

The acronym INVEST (independent, negotiable, valuable, estimable, small, and testable) helps .the agile practitioner remember the characteristics of a good user story. I – Independent stories can be developed in any order and avoid dependencies which can make development more complex. N –Negotiable user stories mean that both the customer and developer should feel free to analyze and adapt a user story to meet customer needs. V – A valuable user story describes how the product feature will provide value to the customer. E – Estimable user stories are ones that developers can readily estimate the effort or duration required for developing them. S- Small user stories are ones that take about two to five days of work to implement. T - Testable user stories are ones that can be verified according to acceptance criteria to ensure value.

21/11/2015, 12:15 pm -

What is one method that can be used to improve communication for a team that cannot be collocated?

**A. Using video conferencing whenever possible**

B. Making all workers work the same hours, even if it means the graveyard shift for some team members

C. Making workers fly in on Monday and fly out on Friday

D. Using e-mail exclusively

21/11/2015, 1:44 pm -

21/11/2015, 2:50 pm -

A high-performance agile team is one that is ideally collocated for osmotic communication and face-to-face interaction. However, collocation isn't always feasible in today's multinational environment. For distributed teams, several practices are available to provide the best form of effective communication in the absence of being collocated: team intranet sites, virtual team rooms, and video conferencing over e-mail when possible. Geographic separation, especially on a world- wide scale, causes the team to consider language and cultural differences, and time zone differences.

21/11/2015, 2:51 pm -

When value stream mapping it is important to identify areas of waste that exist in the process. The pneumonic device WIDETOM may be used to remember the different forms of muda (or waste). What does the E in WIDETOM stand for with respect to waste?

**A. Extra processing**

B. Earned Interest

C. Entity Flow Reversal

D. Emission

21/11/2015, 6:41 pm -

Value stream mapping is a lean manufacturing analysis technique adopted by agile. A value .stream map may be used to analyze the flow of information or materials from origin to destination to identify areas of waste. The identified areas of waste are opportunities for process improvement. Waste can take many forms and can be remembered using the pneumonic device WIDETOM. W -waiting; I - inventory; D - defects; E - extra processing; T - transportation; O - over-production; M - Motion. A value stream map is typically mapped or charted collaboratively with a team so it maydefine and view the entire process together, pinpointing areas of waste within the process. Processes that add value (processing of a part or feature) are generally referred to as "value-added" and processes that do not (e.g., waiting for a part to arrive) are generally referred to as "non value- added." Generally speaking, one wants to reduce, to the largest extent possible, the non value- added time (i.e., areas of waste).

23/11/2015, 10:18 am -

Roger as an experienced agile team leader is keen on having an empowered team. What does an empowered team mean?

A. A team that is risk-averse and focused solely on minimizing risk.

B. A team that solves problems through the use of customer feedback mechanisms.

C. A team that is capable of "powering" up to different iteration velocities to reach customer expectations.

D. **A team that is self-organizing and takes ownership of the product it is developing.**

23/11/2015, 10:29 am - Alok Excelr: D

23/11/2015, 12:06 pm -

Empowered teams - ones that are self-organizing and know how to solve problems with minimal management involvement - are a cornerstone of the agile methodology. An agile team feels empowered when it collectively assumes

Responsibility for the delivery of the product

23/11/2015, 12:06 pm -

Barry and Jill have just overturned the lowest and highest values, respectively, during a planning poker meeting when estimating a user story that Barry is to develop. What typically happens next in planning poker?

A. Because Barry is the developer, the team should use Barry's estimate.

B. An average of the two values should be used as the estimated work effort to complete the user story.

C. **Both Barry and Jill should be allowed to defend their decisions and the team should repeat the voting process until consensus is reached by the entire team.**

D. Randomly pick one of the cards as the user story work effort estimate.

23/11/2015, 12:15 pm -

23/11/2015, 1:54 pm -

Planning poker is based upon the wideband Delphi estimation technique. It is a consensus-based technique for estimating effort. Sometimes called scrum poker, it is a technique for a relative estimation of effort, typically in story points, to develop a user story. At a planning poker meeting, each estimator is given an identical deck of planning poker cards with a wide range of values. The Fibonacci sequence is often used for values for planning poker (i.e., 0, 1, 1, 2, 3, 5,8,etc.); another common sequence is (question mark, 0, 1/2, 1, 2, 3, 5, 8, 13, 20, 40, and 100). A planning poker meeting works as follows: 1) a moderator, not estimating, facilitates the meeting. 2) the product owner/manager provides a short overview of the user story and answers clarifying questions posed by the developers. Typically the product owner does not vote. 3) Each estimator selects an estimate of work effort by selecting a card, 4) Once everyone has selected a card, everyone overturns their card concurrently, 5) Estimators with high and low estimates are given a chance to defend positions 6) The process repeats until there is consensus. The developer who owns the user story is typically given higher credence.

23/11/2015, 1:55 pm -

Why is knowing about CASs important for an agile practitioner?

**A. Because understanding that software projects are themselves similar to CASs reminds practitioners about the importance of adapting to a changing environment.**

B. Because understanding that software projects are themselves similar to CASs reminds practitioners about the importance of avoiding scope creep.

C. Because understanding that software projects are themselves similar to CASs reminds practitioners about the importance of fixing a changing environment.

D. Because understanding that software projects are themselves similar to CASs reminds practitioners about the importance of avoiding too many interacting, adaptive agents that can disrupt progress.

23/11/2015, 1:55 pm - Alok Excelr: What is CAS

23/11/2015, 3:13 pm -

23/11/2015, 3:44 pm -

23/11/2015, 3:54 pm - Ram Tava Excelr: Hi Alok pertaining to your query CAS stands for complex adaptive systems

23/11/2015, 4:03 pm -

23/11/2015, 4:03 pm -

23/11/2015, 4:03 pm -

A complex adaptive system, or CAS, is a system composed of interacting, adaptive agents or components. The term is used in agile to remind practitioners that the development of a product is adaptive in that previous interactions, events, decisions influence future behavior. The term chaordic (a made up word blending chaotic and order) is sometimes used when describing CASs. rature points to three key characteristics of chaordic projects: alignment and cooperation, emergence and self- organization, and learning and adaptation.

23/11/2015, 4:03 pm -

John, as project leader, mentors and coaches his team. He always makes sure to highlight important team achievements. What is John doing when he provides mentoring and coaching?

A. Refactoring the team

B. Guiding the team

C. Reforming the team

D. **Motivating the team**

23/11/2015, 4:07 pm -

23/11/2015, 4:10 pm - Archana khandelwal: D

23/11/2015, 4:25 pm - Ram Tava Excelr: D

23/11/2015, 5:02 pm -

Having a motivated team is essential for any project, regardless of whether it is agile or not . Motivated teams work together better, have strong productivity, and exceed expectations. Some simple steps to increase motivation are 1) spending quality time together; where team members get to know one another on a personal level to build a sense of community, 2) providing feedback, mentoring and coaching; where team members are congratulated and thanked on jobs well done and also mentored or coached to improve in skill and capability, and 3) empowerment; where the team is empowered to make many key decisions which, along the way, builds trust and shows that leadership believes in the capabilities of the team.

23/11/2015, 5:02 pm -

Which of the following is the best definition of an agile leader?

A. Someone who delegates all tasks to the development team without any collaboration

B. **Someone who empowers the development team to take ownership of the product and make important decisions in a collaborative environment.**

C. Someone who retains control of key decisions and delegates all functions and tasks to team members.

D. Someone who empowers the development team to make inconsequential decisions to give it the feeling of self-organization.

23/11/2015, 5:15 pm - Ram Tava Excelr: B

23/11/2015, 5:17 pm - Archana khandelwal: B

23/11/2015, 5:35 pm -

23/11/2015, 6:05 pm - Alok Excelr: B

23/11/2015, 6:27 pm -

23/11/2015, 6:48 pm -

A common misconception in agile is that an agile team does not need a leader. In fact, all agile teams need a leader, but the way in which the leader leads is fundamentally different than the typical traditional project manager/project leader method. Some have theorized that this misconception stems from the desired 'self-organizing' quality of the agile team. And although the 'self-organizing' agile team is empowered to take ownership and responsibility of the product and make some decisions itself, it nevertheless requires a leader to help provide guidance, mentoring, coaching, problem solving, and decision making. Some key aspects required of an agile leader include: empowering team members to decide what standard agile practices and methods it will use; allowing the team to be self-organized and self-disciplined; empowering the team members to make decisions collaboratively with the customer; inspire the team to be innovative and explore new ideas and technology capabilities; be a champion of and articulate the product vision to team members so it will be motivated to accomplish the overall objective; remove any obstacles and solve any problems the team may face in its effort; communicate and endorse the values and principles of agile project management to stakeholders that may be unfamiliar with agile; ensure that all stakeholders, including business managers and developers, are collaborating effectively; and, be able to adapt the leadership style to the working environment to ensure that the agile values and principles are effectively upheld.

23/11/2015, 6:48 pm -

Pick the response which is NOT a characteristic of the agile validation process.

**A. Confirms the product meets specifications and requirements.**

B. Confirms the product meets user needs.

C. Helps ensure quality.

D. Performed frequently.

23/11/2015, 6:50 pm - Alok Excelr: A

23/11/2015, 6:52 pm - Archana khandelwal: D

23/11/2015, 7:50 pm -

Because each iteration typically produces a working product that is built and integrated and iterations are typically two to four weeks in length, there is frequent verification and validation to ensure product quality. Verification is the confirmation that a product performs as specified by a customer (e.g. as indicated by a user story) and validation is the confirmation that a product behaves as desired (i.e., meets the customer's need). Sometimes a product may be built and integrated to specification - that is, it can be verified - but it does not meet the intent of the customer - that is, it cannot be validated.

24/11/2015, 10:15 am -

Jessica is using the lean technique of 5Y for root cause analysis. What agile knowledge and skill area does 5Y fall under?

A. Problem-saturation strategies, tools, and techniques

B. Problem-reversing strategies, tools, and techniques

C. Problem-mitigation strategies, tools, and techniques

**D. Problem-solving strategies, tools, and techniques**

24/11/2015, 10:15 am - Archana khandelwal: D

24/11/2015, 12:00 pm -

‬‬

rally thousands of decisions are made in the course of a project. Many of these decisions are made in response to problems that inevitably arise and confront the agile team. Therefore it is essential that an agile team is properly versed in problem-solving strategies, tools, and technique Some common problem-solving techniques include: ask it loud; revisit the problem; 5Y; sunk cost fallacy; devil's advocate; be kind, rewind; asking probing questions; and reflective/active listening.

24/11/2015, 12:00 pm -

From the following, select a common agile framework/methodology.

A. Static systems development method (SSDM)

B. Dynamic product development method (DPDM)

**C. Dynamic systems development method (DSDM)**

D. Extreme systems development method (XSDM).

24/11/2015, 12:13 pm -

24/11/2015, 2:24 pm -

Common frameworks or methodologies used within agile include: scrum, extreme

programming (XP), lean software development, crystal, feature driven development (FDD), dynamic systems development method (DSDM), agile unified process (AUP).

24/11/2015, 2:24 pm -

Which of the following helps an agile team promote simple and effective communication?

A. Through the use of lengthy memorandums.

B. **Through collaborative release planning**

C. Through the use of formal boardroom meetings..

D. Through the use of e-mail..

24/11/2015, 2:33 pm - Alok Excelr: B

24/11/2015, 3:11 pm -

24/11/2015, 4:39 pm -

Effective communication is a cornerstone of agile. Communication is the act of transferring information among various parties. Communications management is a knowledge and skill area of agile that highlights this importance. PMI has several definitions regarding communications management and agile builds on top of these to add its own perspective: 1) Communications Planning: Determining the information and communication needs of the projects stakeholders 2) Information Distribution: Making needed information available to project stakeholders in a timely manner, 3) Performance Reporting: Collecting and distributing performance information. This includes status reporting, progress measurement, and forecasting, and 4) Managing Stakeholders: Managing communications to satisfy the requirements and resolve issues with project stakeholders. From an agile perspective: communication among the team is built into the process and facilitated through collocation, information radiators, daily stand-up meetings, retrospectives etc.; Although it is hoped that the product owner, customer, and user can be heavily involved with the project and also use these communication techniques, a plan for conveying information to stakeholders may be needed if this is not the case.

24/11/2015, 4:39 pm -

What term often used in agile estimation refers to the amount of user stories or story points completed in an iteration?

A. Frequency

B. Acceleration

C. Speed

**D. Velocity**

24/11/2015, 6:59 pm -

- Velocity is a measure of the number of user story points completed per iteration. An agile team can use its previous velocity recordings as a method of estimating how many user story points it may complete in the next iteration. David's team's velocity is 20.

25/11/2015, 10:13 am -

Hanson and his team are using a framework in their agile effort where the team follows a .prescriptive five step process that is managed and tracked from the perspective of the product features. Which framework is Hanson's team incorporating into its agile effort?

A. Defect driven development (3D)

B. Test driven development (TDD)

C. Acceptance test driven development (ATDD)

D. **Feature driven development (FDD)**

25/11/2015, 10:42 am - Alok Excelr: B

25/11/2015, 2:19 pm -

Feature driven development (FDD) uses a prescriptive model where the software development .process is planned, managed, and tracked from the perspective of individual software features. FDD uses short iterations of two weeks or less to develop a set amount of features. The five step FDD process is: 1. Develop overall model; 2. Create the features list; 3. Plan by feature; 4. Design by feature; 5 Build by feature.

25/11/2015, 2:19 pm -

Of the following, which is NOT a phase of Highsmith's agile project management?

A. **Monitoring & Controlling**

B. Adapting

C. Speculating

D. Closing.

25/11/2015, 2:21 pm - Archana khandelwal: Speculating

25/11/2015, 3:16 pm -

25/11/2015, 3:20 pm -

ENVISION - INITIATION

SPECULATE - PLAN

Explore - Execution

Adapt - Monitoring & Control

Close - Closing

25/11/2015, 4:00 pm -

The agile project management phases, in sequence, are: Envisioning, speculating, exploring, adapting, closing.

25/11/2015, 4:00 pm -

Not all agile efforts succeed the first time, what is a common cause of failure?

A. Accrued budget debt from failing to adhere to waterfall scheduling.

B. Accrued schedule debt from using a sustainable, 40 hour work week.

C. **Accrued technical debt from putting off quality standards.**

D. Accrued social debt from putting off team building events.

25/11/2015, 6:03 pm -

The top 12 causes of agile failure (failure modes) according to Aaron Sanders: 1. A checkbook commitment doesn't automatically cause organizational change or support. 2. Culture doesn't support change. 3. Culture does not have retrospectives or performs them poorly. 4. Standards and quality are lost in a race to project closing. 5.Lack of collaboration in planning. 6.None or too many Product Owners. 7. Poor project leadership or scrum master that doesn't place trust in the team and allow it to be self-organizing and self-disciplined. 8.No on-site agile promoter or coach. 9.Lack of a well built, high-performance team. 10. Accrued technical debt if strict testing standards are not upheld. 11. Culture maintains traditional performance appraisals where individuals are honoured and the team aspect is lost. 12. A reversion to the traditional or 'old-way' of doing business occurs because change is hard.

25/11/2015, 6:04 pm -

Which of the following best defines collaboration?

A. Achieving personal goals.

B. Achieving objectives independently.

C. **Achieving objectives through cooperative team work.**

D. Achieving growth targets.

25/11/2015, 6:48 pm -

25/11/2015, 7:22 pm -

25/11/2015, 7:35 pm -

Collaboration is a key soft skill negotiation skill. It involves working in groups to create ideas, solve problems, and produce solutions.

25/11/2015, 8:31 pm - Alok Excelr: C

26/11/2015, 10:11 am -

Of the following, which is the best definition of prioritization?

A. **The relative ordering of user stories with respect to value and risk.**

B. The scalar ordering of user stories with respect to value and risk.

C. The fixed ordering of user stories with respect to value and risk

D. The vector ordering of user stories with respect value and risk.

26/11/2015, 10:18 am - Alok Excelr: A

26/11/2015, 11:05 am -

26/11/2015, 11:45 am -

26/11/2015, 12:00 pm -

An agile team must always face the prioritization of product features in its product backlog. From release planning to iteration planning, an agile team must prioritize the user stories/features of its product to ensure that high-quality and high-value features are developed first to help facilitate an optimized and early return on investment (ROI). An agile team typically prioritizes requirements or user stories/features in terms of relative value and risk; value is defined by the customer (i.e., customer-value prioritization). Two common methods to prioritize product features are: MoSCoW and Kano. The MoSCoW method categorizes features into 'Must have,' 'Should have,' 'Could have,' and 'Would have' features. The Kano method categorizes features into 'Must haves (threshold),' 'Dissatisfiers,' 'Satisfiers,' and 'Delighters.' Must haves are features that are requisite. Dissatisfiers are features that adversely impact perceived value and should be eliminated. 'Satisfiers' are features that increase perceived value linearly, where the more you add the more the customer is pleased, but are not required, and 'Delighters' are features that increase perceived value exponentially to please the customer. To prioritize features based on risk, a risk-to-value matrix can be used. A risk-to-value matrix has four quadrants, with the horizontal axis having low and high value, and the vertical axis having low and high risk. User stories are assigned to one of the four categories/quadrants: low-value, low-risk; low-value, high-risk; high-value, low-risk; high-value, high- risk. A cost-to-value matrix can also be made in this manner. All prioritization in agile is 'relative,' meaning that the priority of one user story is relative to other user stories and not prioritized on a fixed scale.

26/11/2015, 12:00 pm -

Having a high emotional intelligence is important to promote effective communication in an agile team. What is one of the seven components of emotional intelligence as defined by Higgs & Dulewicz?

A. Chaordicness

B. Controlled recklessness

C. **Interpersonal sensitivity**

D. Sympathy.

26/11/2015, 12:05 pm - Alok Excelr: C

26/11/2015, 12:07 pm -

26/11/2015, 12:43 pm -

26/11/2015, 3:09 pm -

26/11/2015, 3:20 pm -

Higgs & Dulewicz (1999) defines emotional intelligence using seven components: 1) Self-.awareness, 2) Emotional resilience, 3) Motivation, 4) Interpersonal sensitivity, 5) Influence, 6) Intuitiveness, and 7) Conscientiousness. [Coaching Agile Teams. Lyssa Adkins.] [Soft skillsnegotiation]

26/11/2015, 3:20 pm -

Calculate the return on investment of the following: Gain: $1,000; Cost: $10,000.

A. -70%

B. **-90%**

C. -90%

D. -80%.

26/11/2015, 5:08 pm -

Return on Investment (ROI): A metric used to evaluate the efficiency of an investment or compare efficiency among a number of investments. To calculate ROI, the return of an investmen (i.e., the gain minus the cost) is divided by the cost of the investment. The result is usually expressed as a percentage and sometimes a ratio. The product owner is often said to be responsible for the ROI.

26/11/2015, 5:09 pm -

Xavier has just refactored his production code after testing it as part of the four step

process of TDD. What step is Xavier performing?

A. 1st

B. **4th**

C. 2nd.

D. 3rd.

26/11/2015, 7:15 pm - Alok Excelr: B

26/11/2015, 7:26 pm -

The TDD process has four basic steps: Write a test, 2) Verify and validate the test, 3) Write . product code and apply the test, 4) Refactor the product code. An example may be that a user has to enter an age value. A good test is to make sure the user data entry is a positive number and not a different type of input, like a letter (i.e., write the test). The programmer would verify that entering a letter instead of a number would cause the program to cause an exception (i.e., v&v the test). The programmer would then write product code that takes user entry for the age value (i.e., write the product code). The programmer would then run the product code and enter correct age values and incorrect age values (i.e., apply the test). If the product code is successful, the programmer would refactor the product code to improve its design. Using these four steps iteratively ensures that programmers think about how a software program might fail first and to build product code that is holistically being tested. This helps produce high quality code.

27/11/2015, 10:01 am -

Jane and her team are discussing with the business stakeholder what the expected behavior is of a particular user story. What step is Jane on in the ATDD four step process?

A. 2nd

B. 3rd

C. 4th x

D. **1st.**

27/11/2015, 10:24 am - Alok Excelr: A

27/11/2015, 10:27 am - Archana khandelwal: A

27/11/2015, 11:21 am -

27/11/2015, 11:38 am -

Acceptance Test Driven Development (ATDD) is similar to Test-driven development (TDD) in that it requires programmers to create tests first before any product code. The tests in ATDD are aimed at confirming features/behaviors that the intended software will have. The iterative cycle of ATDD with its four steps can be remembered as the four Ds: 1) Discuss, 2) Distill, 3) Develop, and 4) Demo. 1) Discuss: The agile team and customer or business stakeholder discuss a user story in detail. Talking about the expected behaviors the user story should have and what it should not. 2) The development team takes those items learned from the discussion and distills them into tests that will verify and validate those behaviors. The distillation process is where the entire team should have a good understanding of what "done" (or completed) means for a user story. That is, what the acceptance criteria are. 3) After distillation, the team develops the test code and product code to implement the product features. 4) Once the product features have been developed, the team demonstrates them to the customer or business stakeholders for feedback.

27/11/2015, 11:38 am -

Jane and her team are distilling information from a discussion with the business stakeholder into specific tests for a user story. What step is Jane on in the ATDD four step process?

A. 1st

B. **2nd**

C. 4th

D. 3rd.

27/11/2015, 11:49 am -

27/11/2015, 1:41 pm -

27/11/2015, 1:47 pm -

27/11/2015, 2:31 pm -

Acceptance Test Driven Development (ATDD) is similar to Test-driven development (TDD) in that it requires programmers to create tests first before any product code. The tests in ATDD are aimed at confirming features/behaviors that the intended software will have. The iterative cycle of ATDD with its four steps can be remembered as the four Ds: 1) Discuss, 2) Distill, 3) Develop, and 4) Demo. 1) Discuss: The agile team and customer or business stakeholder discuss a user story in detail. Talking about the expected behaviors the user story should have and what it should not. 2) The development team takes those items learned from the discussion and distills them into tests that will verify and validate those behaviors. The distillation process is where the entire team should have a good understanding of what "done" (or completed) means for a user story. That is, what the acceptance criteria are. 3) After distillation, the team develops the test code and product code to implement the product features. 4) Once the product features have been developed, the team demonstrates them to the customer or business stakeholders for feedback.

27/11/2015, 2:32 pm -

Of the following, select the best adjective that describes an agile team's project and quality standards.

A. **Refined over time**

B. Defined in the agile manifesto

C. CMMI-defined

D. Fixed from the get go

27/11/2015, 2:54 pm - Alok Excelr: A

27/11/2015, 3:09 pm -

27/11/2015, 3:29 pm -

All agile efforts have project and quality standards that the team defines collaboratively at the beginning of an effort and refines collaboratively throughout the effort. Project and quality standards help an agile team with team cohesion and provide a structure, albeit one that can adapt as the project evolves, to promote a self-disciplined environment. There is no 'one size fits all' standards definition in agile; because every project is different, it has been shown that the team should define which project and quality standards it should hold itself against and strive to conform to those standards while also being open to adapting those standards throughout the project to optimize performance and delivered value. Project standards can range from where the daily stand- up meeting is located and how long each participant has to share his or her progress and challenges to highly specific software coding styles, methods for test-driven development, and what the team's definition of 'done-done' means

27/11/2015, 3:29 pm -

Sarah, as an agile leader, knows that she should practice with an adaptive leadership style What are the two dimensions Highsmith uses to define adaptive leadership?

A. Adaptive agility and anticipatory agility

B. **Being agile and doing agile**

C. Being agile and practicing agile

D. Adaptive agility and prescriptive agility.

27/11/2015, 4:40 pm -

27/11/2015, 5:03 pm - Alok Excelr: C

27/11/2015, 5:19 pm -

27/11/2015, 5:24 pm -

Highsmith defines adaptive leadership as two dimensional: Being agile and doing agile. Being agile includes focusing on cornerstones of agile project management, like incremental delivery, continuous integration, and adapting to changing requirements. Doing agile includes several activities that an agile leader must do: do less; speed-to-value, quality, and engage and inspire.

27/11/2015, 5:24 pm -

Select from the following a key soft skill negotiation quality.

A. Adaptive compromise

B. **Adaptive leadership**

C. Adaptive reflection

D. Adaptive following

27/11/2015, 5:47 pm - Archana khandelwal: B

27/11/2015, 5:57 pm -

27/11/2015, 7:50 pm -

Key soft skills negotiation qualities for the effective implementation and practice of agile are: emotional intelligence, collaboration, adaptive leadership, negotiation, conflict resolution, servant leadership.

30/11/2015, 10:03 am -

In agile estimating and planning, what is 'retained' revenue?

A. Revenue retained through the development of new product features or services that prevent existing customers from stopping use of the existing product.

B. Additional revenue realized through the sales of new product features or services to 4th existing customers.

C. New revenue realized through the sales of products or services to new customers.

D. New revenue found in a hidden value stream.

30/11/2015, 12:14 pm -

Retained revenue is revenue retained through the development of new product features or services that prevent existing customers from stopping use of the existing product.

30/11/2015, 12:14 pm -

What process, performed frequently, helps ensure high product quality?

A. Planning poker

B. Affinity planning

C. Milestone reviews

D. **Verification and validation**

30/11/2015, 12:30 pm - Ram Tava Excelr: D

30/11/2015, 12:39 pm -

30/11/2015, 1:05 pm -

30/11/2015, 2:05 pm -

Because each iteration typically produces a working product that is built and integrated and iterations are typically two to four weeks in length, there is frequent verification and validation to ensure product quality. Verification is the confirmation that a product performs as specified by a customer (e.g. as indicated by a user story) and validation is the confirmation that a product behaves as desired (i.e., meets the customer's need). Sometimes a product may be built and integrated specification - that is, it can be verified - but it does not meet the intent of the customer - that is, cannot be validated.

30/11/2015, 2:05 pm -

Which scrum meeting is often timeboxed to four hours?

A. Release plan meeting

B. Daily stand-up meeting

C. Affinity planning meeting

D. **Sprint planning meeting**

30/11/2015, 2:21 pm -

30/11/2015, 2:41 pm -

30/11/2015, 3:21 pm -

30/11/2015, 3:30 pm -

In the agile framework scrum, sprint planning and sprint review meetings are often timeboxed at four hours.

30/11/2015, 3:30 pm -

Of the following, select the rationale for why an empowered team considered an important team attribute in agile?

A. Empowered teams adapt slowly to changing requirements and therefore can reduce scope-creep risk.

B. Empowered teams remain inflexible to changing customer requirements and focus on delivering to specification.

C. **Empowered teams adapt to changing requirements and thus can focus on delivering value in a volatile marketplace**

D. Empowered teams remove themselves from being responsible of product quality in order to reduce association with project failure.

30/11/2015, 3:34 pm -

30/11/2015, 3:50 pm - Ram Tava Excelr: C

30/11/2015, 4:56 pm - Alok Excelr: C

30/11/2015, 5:57 pm -

Empowered teams - ones that are self-organizing and know how to solve problems with minimal management involvement - are a cornerstone of the agile methodology. This is the antithesis to the classic viewpoint of the traditional project manager who is seen as someone that controls all decisions and delegates tasks to a team with little feedback. An agile team must include all members and stakeholders to make decisions, and make decisions expediently. Because it is essential that the user/customer be involved with development, it is encouraged that the user/customer is closely integrated with the agile team with collocation/on-site support being Ideal. An agile team feels empowered when it collectively assumes responsibility for the delivery of the product (i.e., taking ownership).

30/11/2015, 5:57 pm -

Kathy, the head of a multi-national corporation, is considering hiring an agile team to develop a new database system. However, the agile team Kathy is working with tells her that estimating final cost can be difficult. Why is it more difficult to estimate cost on an agile project?

A. **Because agile welcomes the changing scope that customers may request to stay relevant in the marketplace.**

B. Because customers have little experience with the agile quality to cost and value triangle.

C. Because the cost of product development is not fixed.

D. Because agile works outside the purview of a fixed schedule.

30/11/2015, 6:08 pm -

30/11/2015, 7:43 pm -

30/11/2015, 7:54 pm -

Time, budget, and cost estimation is an important knowledge and skill area of agile. According to Highsmith, the nature of the agile method, whereby it welcomes changing scope, means that it lends itself well to fixed budgets and a fixed schedule because changing scope makes it difficult to estimate a total cost. Generally speaking, the budget and schedule constraints are known but before a project will commence there needs to be an agreed upon set of base product functionality defined in an initiation phase; fixing scope reduces an agile team's innovative tendency to provide improved value. For companies that are familiar with fixed-price contracts, where requirements are agreed upon before contract closing, adopting agile can be a weary initial venture. Instead, other contract vehicle types are recommended for agile efforts. These include: a general service contract for the initiation phase and separate fixed-price contracts for iterations or user stories; time-and-material contracts; not-to-exceed with fixed-fee contracts; and, incentive contracts (e.g., fixed price with incentive; cost-reimbursable with award fee).

01/12/2015, 9:56 am -

Rebecca and her agile team are discussing the project and quality standards it will hold . itself accountable against for a new effort. When it typically the best time to have this discussion?

A. After the first iteration

B. **At the beginning of an effort**

C. After refactoring

D. After the first accepted user story.

01/12/2015, 11:08 am - Alok Excelr: B

01/12/2015, 11:35 am - Archana khandelwal: B

01/12/2015, 11:55 am - Ram Tava Excelr: B

01/12/2015, 1:43 pm -

- All agile efforts have project and quality standards that the team defines collaboratively at the beginning of an effort and refines collaboratively throughout the effort. Project and quality standards help an agile team with team cohesion and provide a structure, albeit one that can adapt as the project evolves, to promote a self-disciplined environment. There is no 'one size fits all' standards definition in agile; because every project is different, it has been shown that the team should define which project and quality standards it should hold itself against and strive to conform to those standards while also being open to adapting those standards throughout the project to optimize performance and delivered value. Project standards can range from where the daily stand- up meeting is located and how long each participant has to share his or her progress and challenges to highly specific software coding styles, methods for test-driven development, and what the team's definition of 'done-done' means.

01/12/2015, 1:43 pm -

In agile and other project management styles, team motivation is a critical factor for success. What is one method to improve team motivation?

A. Focusing only on business objectives.

B. Fostering a competitive environment.

C. **Spending quality time together**.

D. Highlighting a developer's deficiencies public for the sake of team feedback.

01/12/2015, 2:06 pm - Archana khandelwal: B

01/12/2015, 2:49 pm -

Having a motivated team is essential for any project, regardless of whether it is agile or not. Motivated teams work together better, have strong productivity, and exceed expectations. Some simple steps to increase motivation are 1) spending quality time together; where team members get to know one another on a personal level to build a sense of community, 2) providing feedback, mentoring and coaching; where team members are congratulated and thanked on jobs well done and also mentored or coached to improve in skill and capability, and 3) empowerment; where the team is empowered to make many key decisions which, along the way, builds trust and shows that leadership believes in the capabilities of the team..

01/12/2015, 2:49 pm -

Prototyping is a common project management technique to reduce risk. Select the response which is NOT a common form of prototyping in agile projects.

A. **XAML**

B. Paper

C. HTML

D. Wireframe

01/12/2015, 5:24 pm -

In the agile design process, prototypes help the customer understand current design state. Three common types of prototypes are HTML, paper (i.e., sketches), and wireframes. A wireframe is a sketch of a user interface, identifying its content, layout, functionality, is usually black and white, and excludes detailed pictures or graphics. A wireframe can be created on paper, whiteboards, or using software.

01/12/2015, 5:24 pm -

Becky, as project leader, intends on building a high-performance team. What is a practice or technique she can use to build a high performance team?

A. Isolating team members for focus

B. Criticizing team members openly

C. Promoting competition

D. **Building trust.**

01/12/2015, 6:17 pm - Alok Excelr: D

01/12/2015, 6:20 pm - Ram Tava Excelr: C

01/12/2015, 6:45 pm -

01/12/2015, 7:21 pm -

Building a high-performance team is critical to any project's success. A high performance team .has the right team members, is empowered, has built trust, works at a sustainable pace, has consistently high velocity/productivity, takes regular time for reflection to review work, has a team lead that removes any obstacles and provides mentoring and coaching, is self-organized and self- disciplined, and is collocated. Several management techniques can be used to build or foster a high- performance team environment, some techniques include: removing obstacles that slow down a team's performance, having high expectations of team performance, and coaching and mentoring the team to achieve its best performance.

02/12/2015, 10:45 am -

Select a common agile framework/methodology.

A. Agile codified process (ACP)

B. Agile framework process (AFP)

C. Agile lean process (ALP)

D. **Agile unified process (AUP).**

02/12/2015, 1:06 pm -

Common frameworks or methodologies used within agile include: scrum, extreme programming (XP), lean software development, crystal, feature driven development (FDD), dynamic systems development method (DSDM), agile unified process (AUP).

02/12/2015, 1:06 pm -

Jill and her team are scheduled to hold a reflective improvement workshop the next business day. Which agile project management methodology uses reflective improvement workshops as a key tool to apply its principles?

A. Extreme Programming.

B. Agile Unified Process.

C. **Crystal.**

D. Feature Driven Development.

02/12/2015, 3:43 pm -

Reflective improvement workshops are a cornerstone of the Crystal methodology. While all agile methodologies incorporate reflection into their standard practices, Crystal terms the practice 'reflective improvement workshops.'

02/12/2015, 3:43 pm -

In which framework are core roles categorized as the following three: product owner, scrum master, development team?

A. Extreme programming (XP)

B. Scrum

C. Lean software development

D. Agile unified process (AUP)

02/12/2015, 6:05 pm -

02/12/2015, 6:23 pm -

The core roles in scrum are the product owner, scrum master and development team.

02/12/2015, 6:23 pm -

What type of team takes ownership of a product and requires minimal management

supervision?

A. Power team

B. Empowered team

C. Magnitude team

D. Impact team.

02/12/2015, 6:44 pm -

02/12/2015, 7:29 pm -

Empowered teams - ones that are self-organizing and know how to solve problems with minimal management involvement - are a cornerstone of the agile methodology. An agile team feels empowered when it collectively assumes responsibility for the delivery of the product (i.e., taking ownership).

03/12/2015, 10:01 am -

Peter is at a planning event where the relative development effort of user stories of a large product backlog is to be estimated. The team is to assign user stories to various soft drink sizes (small, medium, large, extra-large). What type of planning event is Peter most likely attending?.

A. Planning game estimating

B. Agility estimating

C. Planning poker

D. Affinity estimating.

03/12/2015, 10:05 am -

03/12/2015, 11:41 am -

Affinity estimating is a method to predict the work effort, typically in story points, of developing a user story. It is particularly useful for large product backlogs. Although several methods exist, the. basic affinity estimating model involves sizing user stories on a scale from small to large. The scale can be a Fibonacci sequence or t-shirt sizes and is typically taped to a wall in a large conference room. Participants then attach their user stories to the wall as estimates. It is often done in silence and has several iterations until the user stories have been estimated.

03/12/2015, 11:41 am -

Which of the following best defines negotiation?

A. Agreement found through customer choice..

B. Agreement found through discussion..

C. Agreement found through inspection..

D. Agreement found through reflection

03/12/2015, 2:25 pm -

Negotiation is a key soft skill negotiation skill. It involves discussion or conversation to work towards a common understanding between two parties.

03/12/2015, 2:25 pm -

Jules is describing the SMART acronym used for task analysis in an agile seminar. What does the A stand for?

A. Aggregate

B. Altruistic

C. Achievable

D. Accurate

03/12/2015, 3:00 pm - Archana khandelwal: C

03/12/2015, 4:25 pm -

The acronym SMART (specific, measurable, achievable, relevant, and time-boxed) 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

03/12/2015, 4:25 pm -

Help Julian select a key principle of lean software development.

A. Increasing inventory

B. Amplifying defect detection

C. Quality stream mapping

D. Eliminating waste.

03/12/2015, 4:33 pm - Ram Tava Excelr: D

03/12/2015, 7:19 pm -

The principles of lean software development are: Eliminate waste; Amplify learning; Decide as late as possible; Deliver as fast as possible; Empower the team; Build integrity in; See the whole.

04/12/2015, 9:47 am -

Which agile methodology has as one of its core principles the concept of osmotic communication?

A. Scrum

B. FDD

C. Crystal

D. XP.

04/12/2015, 9:49 am -

04/12/2015, 11:35 am - Alok Excelr: D

04/12/2015, 1:03 pm -

A core principle of the Crystal methodology is osmotic communication.

04/12/2015, 1:03 pm -

What should a scrum master do if he or she notices disruptive behavior during a scrum?

A. Abruptly cancel the meeting.

B. Let the team, as self-organizing, resolve the issue.

C. Ignore the disruptive discussion knowing that it will be handled during the next. performance review.

D. Call attention to the disruption and order that everyone pay attention to the speaker.

04/12/2015, 1:04 pm -

04/12/2015, 1:57 pm -

04/12/2015, 2:19 pm - Alok Excelr: B

04/12/2015, 3:17 pm -

A high-performance, self-organizing team should realize and correct the disruptive behavior.

04/12/2015, 3:17 pm -

How often are stand-up meetings typically held on an agile project?

A. Bi-weekly

B. Daily

C. Every other day

D. After an iteration

04/12/2015, 3:22 pm - Alok Excelr: B

04/12/2015, 3:28 pm -

04/12/2015, 3:33 pm -

04/12/2015, 5:15 pm -

04/12/2015, 5:24 pm - Ram Tava Excelr: B

04/12/2015, 6:08 pm -

A stand-up meeting is typically held daily and is often referred to as the daily stand-up meeting.

04/12/2015, 6:08 pm -

Sheila as team leader, wants to design a comfortable, collaborative team space for her agile project. What can she do as a basic guideline?

A. Arrange seating to group by team function

B. Minimize team member interaction

C. Have a dedicated whiteboard

D. Have large swaths of blank wall space devoid of project information.

04/12/2015, 6:32 pm -

04/12/2015, 6:40 pm -

04/12/2015, 7:26 pm -

A warm, welcoming environment that promotes effective communication, innovation, and motivated team members is an important aspect to consider when designing team space. Guidelines for a better agile team space include: collocation of team members; reduction of non-essential noise/distractions; dedicated whiteboard and wall space for information radiators; space for the daily stand-up meeting and other meetings; pairing workstations; and other pleasantries like plants and comfortable furniture..

05/12/2015, 10:13 am -

Select the response that is NOT an advantage of using an information radiator.

A. Improves team communication

B. Makes communication less time consuming

C. Makes it easy for all team members to track progress

D. Removes the need for project planning

05/12/2015, 10:31 am - Alok Excelr: D

05/12/2015, 10:37 am -

05/12/2015, 11:00 am -

05/12/2015, 11:01 am -

05/12/2015, 11:05 am - Ram Tava Excelr: Hi Vivek

05/12/2015, 11:14 am -

05/12/2015, 11:33 am -

All successful projects, regardless of management philosophy, require project planning. The use of information radiators on an agile project offer several advantages. They reduce lengthy communication, allow for all team members and stakeholders to review project status throughout a project, and reduce the need of other more time-consuming communication methods, like e-mails or memorandums.

05/12/2015, 11:33 am -

How does an agile team promote customer engagement?

A. With regular communication between the customer and team..

B. With incentives and kickbacks for approving completed features..

C. With a defect information radiator showing customer meeting absences..

D. With bi-weekly communication between the customer and team

05/12/2015, 11:38 am - Alok Excelr: A

05/12/2015, 11:38 am -

05/12/2015, 11:59 am -

05/12/2015, 12:48 pm -

An agile approach heavily emphasizes the need for direct customer involvement to ensure product quality and value. One way to promote customer engagement is to have regular communication between the customer and team.

05/12/2015, 12:48 pm -

What type of information do information radiators typically portray?

A. A histogram showing the highest velocity of all agile teams worldwide.

B. The weather, local time, and stock exchange quotes.

C. User story development status, system defects, iteration feature development status.

D. The text of user stories with highlighting showing a need for clarification from stakeholders.

05/12/2015, 3:48 pm -

An information radiator displays project status-related information, such as user story development. status, burndown charts, and task boards.

05/12/2015, 3:48 pm -

Not all company cultures are right for the agile methodology. With respect to communication, what type of culture is a good fit for the agile methodology?

A. A culture with a highly focused distribution of power that requires many levels of clearance for communication

B. A culture that values open, face-to-face communication

C. A culture with strict communication channels and clear hierarchical divisions

D. A culture that retains physical separation between the agile team and customer or customer representative.

05/12/2015, 3:52 pm - Archana khandelwal: B

05/12/2015, 4:15 pm - Alok Excelr: B

05/12/2015, 4:16 pm -

05/12/2015, 4:59 pm -

05/12/2015, 6:19 pm -

An open, face-to-face communication culture is the best suited culture for an agile team.

07/12/2015, 9:52 am -

As team leader, Walter must interact with the customer frequently. What is one significant requirement of the team leader with respect to communication?

A. Walter must communicate the results of scrum tests with the develop

B. Walter must facilitate communication between the developers and customer.

C. Walter must communicate the fail tests he wrote before an iteration to the customer.

D. Walter must facilitate communication on the functional requirements specification document.

07/12/2015, 9:57 am -

07/12/2015, 10:03 am -

07/12/2015, 11:17 am -

As a team leader or agile project manager, you must facilitate communication between the development team and customer to ensure that requirements are understood and implemented correctly. One of the four Agile Manifesto values underscores customer collaboration. The team leader must facilitate this collaboration to deliver value.

07/12/2015, 11:17 am -

How often are information radiators updated?

A. Every week

B. At the end of each iteration

C. Constantly

D. Never.

07/12/2015, 11:28 am -

07/12/2015, 11:28 am -

07/12/2015, 11:29 am - Ram Tava Excelr: C

07/12/2015, 1:30 pm -

Constantly is the best answer. Information radiators should be updated whenever the posted data has changed to keep all team members and stakeholders up to date.

07/12/2015, 1:30 pm -

Empathy is a valuable human emotion for generating trust in a team. What types of empathy on an agile project can help build trust?

A. Customer-programmer empathy and programmer-tester empathy

B. Customer-stakeholder empathy and customer-product owner empathy

C. Stakeholder-customer empathy and customer-programmer empathy

D. Customer-product owner empathy and programmer-tester empathy.

07/12/2015, 2:32 pm -

07/12/2015, 3:10 pm -

07/12/2015, 3:35 pm - Archana khandelwal: D

07/12/2015, 4:02 pm -

Customer-programmer empathy and programmer-tester empathy help generate team trust on an has changed to keep all team members and stakeholders up to date.

07/12/2015, 4:02 pm -

What is an effective method for improving team collaboration?

A. Emphasize the use of top-down decision making.

B. Emphasize the use of comprehensive documentation.

C. Emphasize the isolation of team members.

D. Emphasize the use of face-to-face communication.

07/12/2015, 4:12 pm - Archana khandelwal: D

07/12/2015, 4:53 pm -

07/12/2015, 5:01 pm -

07/12/2015, 5:29 pm -

07/12/2015, 6:57 pm -

Face-to-face communication enhances team collaboration.

08/12/2015, 9:53 am -

What do team members discuss in the daily stand-up meeting?

A. Work breakdown structures

B. Stakeholder inconsistencies.

C. Software development methods.

D. Current progress and any issues or impediments that are impacting progress.

08/12/2015, 9:54 am -

08/12/2015, 10:20 am -

08/12/2015, 10:41 am -

08/12/2015, 10:53 am - Archana khandelwal: D

08/12/2015, 11:21 am -

In a daily stand-up meeting team members discuss current progress and any issues or impediments that are impacting progress. Each team member shares what he or she has achieved since the last meeting, what he or she will achieve before the next meeting, and what obstacles may prevent him or her from achieving progress.

08/12/2015, 11:21 am -

In the scrum methodology, how long do daily stand-up meetings, or scrums, typically last?

A. 2 to 4 hours

B. 1.5 to 2.0 hours

C. 30 to 60 minutes

D. 15 minutes.

08/12/2015, 11:22 am -

08/12/2015, 11:31 am -

08/12/2015, 1:01 pm -

08/12/2015, 1:25 pm -

08/12/2015, 1:40 pm - Alok Excelr: D

08/12/2015, 1:48 pm - Archana khandelwal: D

08/12/2015, 2:42 pm -

In the scrum methodology, daily stand-up meetings, or scrums, should last no longer than 15 minutes. Some scrum instances use stop watches to track time and use a 'talking stick' to help indicate whose sole turn it is to share pertinent information.

08/12/2015, 2:42 pm -

In the scrum-based agile project management methodology, what are stand-up meetings called?

A. Daily scrum

B. Pit

C. Sprint

D. Dailies .

08/12/2015, 2:48 pm - Alok Excelr: A

08/12/2015, 2:50 pm -

08/12/2015, 2:55 pm - Ram Tava Excelr: A

08/12/2015, 2:56 pm - Alok Excelr: I am not able to access LMS videos any help...getting message no video with supported format

08/12/2015, 2:56 pm - Ram Tava Excelr: Which browser are you using?

08/12/2015, 2:57 pm - Alok Excelr: Mozilla

08/12/2015, 2:58 pm - Ram Tava Excelr: Try with chrome or explorer

08/12/2015, 2:59 pm - Alok Excelr: Ok..session 5 onwards I am able to access...session 1 to 4 having issues

08/12/2015, 3:00 pm - Ram Tava Excelr: Ok. Check in chrome. if you still have issues let me know

08/12/2015, 3:11 pm - Alok Excelr: It is working in chrome...thanks

08/12/2015, 6:19 pm -

In the scrum-based agile project management methodology, daily stand-up meetings are referred to as 'scrums' or 'Daily scrum.'

08/12/2015, 6:19 pm -

What is the activity called when a person performs a self-assessment to understand how he

or she may improve performance?

A. A retrospective.

B. A resolution.

C. An INVEST analysis.

D. An appropriating.

08/12/2015, 6:44 pm - Alok Excelr: A

08/12/2015, 7:22 pm -

During reflection or retrospectives, an agile team reserves time to reflect on the work it has completed with the objective of continuous improvement. In these self-assessment/team-assessment events, topics can include: lessons learned from successes and failures; team standards that worked, failed, or were not properly followed; and other areas of improvement.

08/12/2015, 7:46 pm -

09/12/2015, 9:19 am - Archana khandelwal: Can I know when you will be sending me certificate of training, I need it for completing the online form.

09/12/2015, 9:22 am - Ram Tava Excelr: Will be sent today Archana

09/12/2015, 10:10 am -

09/12/2015, 10:10 am -

09/12/2015, 10:10 am -

09/12/2015, 10:16 am -

Jill is explaining the importance of an agile team being empowered. What does an

empowered team mean?

A. A team that is management-driven and focused solely on pleasing the manage

B. A team that relies on external leadership to show it the path forward..

C. A team that is self-organizing and knows how to solve problems with minimal need for oversight .

D. A team that solves problems through the use of market research.

09/12/2015, 10:18 am - Alok Excelr: C

09/12/2015, 10:29 am -

09/12/2015, 11:31 am -

09/12/2015, 11:49 am -

Empowered teams - ones that are self-organizing and know how to solve problems with minimal management involvement - are a cornerstone of the agile methodology. An agile team feels empowered when it collectively assumes responsibility for the delivery of the product (i.e., taking ownership).

09/12/2015, 11:49 am -

What does the product backlog serve as initially in an agile project?

A. A rough estimate of product requirements

B. An exact estimate of product requirements

C. A rough estimate of product standards

D. An exact estimate of product standards.

09/12/2015, 11:55 am -

09/12/2015, 12:11 pm -

09/12/2015, 12:20 pm - Archana khandelwal: A

09/12/2015, 1:07 pm - Alok Excelr: A

09/12/2015, 1:42 pm -

The product backlog initially serves as a rough estimate of the product's requirements

09/12/2015, 1:42 pm -

What is a control limit?

A. An objective range that indicates if a process is considered stable.

B. An objective range that indicates if a process is improving in residual activity.

C. A threshold value that indicates if a process is improving in reaction time.

D. A threshold value that indicates if a process is declining in responsiveness.

09/12/2015, 1:43 pm -

09/12/2015, 4:18 pm -

Control limits - those which set an objective range to indicate whether a process is controlled or stabilized or defect free (e.g., within three sigmas of the mean) - may be used in an agile project. Generally, a control limit of three-sigma (s) is used on a Shewhart control chart. A sigma refers to one standard deviation. So three sigmas indicates a limit three standard deviations away from the mean in both the positive and negative direction. This applies to normal data, where a normal distribution curve has been obtained.

09/12/2015, 4:18 pm -

Rebecca and her agile team have assembled to play a game of planning poker to make decisions about the relative work effort of the product's user stories. When a team collectively makes decisions, what is the decision model known as?

A. Anticipatory.

B. Estimation.

C. Participatory.

D. Planning.

09/12/2015, 5:30 pm -

09/12/2015, 5:31 pm -

09/12/2015, 7:15 pm -

09/12/2015, 7:52 pm - Archana khandelwal: C

09/12/2015, 7:52 pm - Alok Excelr: C

09/12/2015, 7:53 pm -

To build trust among the team, agile believes heavily in participatory decision models where team members collaborate to make decisions. Although a team leader or scrum master will need to make some decisions individually, many decisions can be made by the team collectively. These agile principles are also known as collective ownership, self-organization, and self-discipline. In collective ownership, the team members are equally responsible for project results and are empowered to participate in decision making and problem solving process

09/12/2015, 8:26 pm - Archana khandelwal: Hi Ram, I have received my certificate. Thanks Archana

09/12/2015, 9:56 pm - Ram Tava Excelr: Ok Archana

10/12/2015, 12:16 pm -

In agile modeling, what is a good example of a name given to a persona?

A. App buyer

B. App developer

C. App host administrator.

D. James Quill.

10/12/2015, 12:36 pm - Alok Excelr: A

10/12/2015, 12:39 pm -

10/12/2015, 12:40 pm -

10/12/2015, 1:27 pm -

10/12/2015, 1:28 pm -

A persona is a notional user of the system under development. Being much more detailed than actors in use case modeling where generic user names are assigned (e.g., end user), personas try to elaborate on users with detailed descriptions to provide context to the developers. Some personas have such notional details as name, address, age, income, likes and dislikes, and other specific details.

10/12/2015, 1:28 pm -

Of the following, which is a key soft skill negotiation quality?

A. Creative intelligence

B. Intelligence quotient

C. Artificial intelligence

D. Emotional intelligence.

10/12/2015, 1:29 pm -

10/12/2015, 1:29 pm -

10/12/2015, 1:44 pm -

10/12/2015, 3:58 pm -

10/12/2015, 3:59 pm -

Key soft skills negotiation qualities for the effective implementation and practice of agile are: emotional intelligence, collaboration, adaptive leadership, negotiation, conflict resolution, servant leadership.

10/12/2015, 3:59 pm -

On a burndown chart, how does the charted 'ideal/estimated work accomplished' series appear?

A. As a curved, downward sloping line.

B. As a straight, upward sloping line.

C. As a straight, downward sloping line.

D. As a curved, upward sloping line.

10/12/2015, 4:00 pm -

10/12/2015, 4:01 pm -

10/12/2015, 5:32 pm -

10/12/2015, 5:43 pm -

10/12/2015, 5:53 pm -

A project burndown chart is an often used information radiator to show iteration progress. It charts two series: the actual work remaining and ideal/estimated work remaining. The vertical axis is the work unit (often story points or hours) and the horizontal axis is iteration duration (typically in number of days). The ideal/estimated work series is a straight, downward sloping line originating on the vertical axis at the value of work to be completed (e.g., 20 story points) and extending to the horizontal axis (i.e., 0 story points) on the last day of the iteration. The actual series is dependent upon the agile team's productivity and the task complexity and is updated daily. The actual series is typically volatile and is not a straight line but ebbs and flows as the project team tackles the development process.

10/12/2015, 5:53 pm -

Which agile framework has a project life cycle with the following five stages: feasibility study, business study, functional model iteration, design and build iteration, and implementation?

A. Dynamic systems development method (DSDM)

B. Static systems development method (SSDM).

C. Extreme systems development method (XSDM)

D. Dynamic product development method (DPDM).

10/12/2015, 6:44 pm -

10/12/2015, 7:43 pm -

10/12/2015, 7:44 pm - Archana khandelwal: A

10/12/2015, 8:22 pm -

Dynamic Systems Development Method (DSDM) is a structured framework that emphasizes a business perspective with a heavy focus on proving the 'fitness' or marketability. Similar to scrum, DSDM has three major phases: initiating project activities, project life cycle activities, and closing project activities (i.e., similar to scrum's pre-game, game, post-game). The project life cycle has five stages: feasibility study, business study, functional model iteration, design and build iteration, and implementation.

10/12/2015, 9:13 pm - Alok Excelr: A

11/12/2015, 10:50 am -

In terms of communications management, how does an agile team promote simple and effective communication?

A. Through collaborative brainstorming events

B. Through the use of e-mail.

C. Through the use of formal boardroom meetings..

D. Through the use of lengthy memorandums.

11/12/2015, 12:34 pm -

11/12/2015, 12:35 pm - Archana khandelwal: A

11/12/2015, 1:24 pm -

Effective communication is a cornerstone of agile. Communication is the act of transferring information among various parties. Communications management is a knowledge and skill area of agile that highlights this importance. PMI has several definitions regarding communications management and agile builds on top of these to add its own perspective: 1) Communications Planning: Determining the information and communication needs of the projects stakeholders 2) Information Distribution: Making needed information available to project stakeholders in a timely manner, 3) Performance Reporting: Collecting and distributing performance information. This includes status reporting, progress measurement, and forecasting, and 4) Managing Stakeholders: Managing communications to satisfy the requirements and resolve issues with project stakeholders. From an agile perspective: communication among the team is built into the process and facilitated through collocation, information radiators, daily stand-up meetings, retrospectives etc.; Although it is hoped that the product owner, customer, and user can be heavily involved with the project and also use these communication techniques, a plan for conveying information to stakeholders may be needed if this is not the case.

11/12/2015, 1:24 pm -

Which agile framework emphasizes the practice of collective ownership, continuous integration, and pair programming?

A. Scrum

B. Crystal

C. DSDM

D. XP.

11/12/2015, 1:35 pm -

11/12/2015, 1:42 pm -

11/12/2015, 1:43 pm -

11/12/2015, 1:43 pm -

11/12/2015, 1:44 pm -

11/12/2015, 1:45 pm -

11/12/2015, 1:48 pm -

11/12/2015, 2:39 pm - Ram Tava Excelr: Hi mahesh, sharath and vinod

11/12/2015, 3:04 pm -

Extreme Programming (XP) uses the following practices: pair programming, collective ownership, continuous integration, 40-hour week, on-site customer, coding standards, open workspace, and team rules

11/12/2015, 3:04 pm -

A portion of Tom's agile team is not collocated but rather geographically dispersed throughout the world. What is one factor the team should consider when conducting its business?

A. Whether or not to consider cultural and language differences to promote an effective communication method.

B. Whether or not to reflect after an iteration.

C. Whether or not to use earned value management as an agile accounting method.

D. Whether or not to conduct risk-based spike tasks.

11/12/2015, 3:18 pm -

11/12/2015, 3:35 pm -

11/12/2015, 3:36 pm -

11/12/2015, 3:43 pm -

11/12/2015, 4:34 pm -

11/12/2015, 5:47 pm -

A high-performance agile team is one that is ideally collocated for osmotic communication and face-to-face interaction. However, collocation isn't always feasible in today's multinational environment. For distributed teams, several practices are available to provide the best form of effective communication in the absence of being collocated: team intranet sites, virtual team rooms, and video conferencing over e-mail when possible. Geographic separation, especially on a world-wide scale, causes the team to consider language and cultural differences, and time zone differences.

11/12/2015, 5:47 pm -

As an agile certified practitioner, Patricia emphasizes the virtue of fine-grained communication in the daily stand-up meeting. How is this virtue a sign of a healthy stand-up meeting?

A. Having fine-grained coordination during a stand-up meeting is a false indicator of a healthy stand-up meeting. The team should have a broad focus to remain open to innovative ideas from other sectors of industry.

B. Having fine-grained coordination during a stand-up meeting indicates a lack of defects and well tested and integrated code.

C. Having fine-grained coordination during a stand-up meeting indicates that each team member is solely focused on his or her own obstacles and uninterested in other team members' progress or obstacles.

D. Having fine-grained coordination during a stand-up meeting indicates that the team understands how important it is to have a sharp, interdependent focus for the duration of the meeting.

11/12/2015, 6:51 pm -

11/12/2015, 7:49 pm -

The key characteristics of a healthy stand-up meeting include: peer pressure - the team is dependent upon each other so expectations of peers drives progress; fine-grained coordination – the team should understand the necessity for focus and working dependently; fine focus - the team should understand the need for brevity in the stand-up meeting so the team can be productive; daily commitment - the team should understand the value of daily commitments to each other and uphold those commitments; identification of obstacles - the team collectively should be aware of each other's obstacles so that the team collectively can try to resolve them.

11/12/2015, 7:56 pm -

11/12/2015, 11:38 pm -

12/12/2015, 10:44 am -

Henry and his team are assigning story points to a particularly vague and unclear user story. What should the agile team typically do in such a case?

A. Assign the user story an arbitrarily high number

B. Assign the user story with the mode of all previously scored user stories.

C. Assign the user story the mean of all previously scored user stories

D. Remove the user story from the backlog.

12/12/2015, 11:07 am - Archana khandelwal: C

12/12/2015, 11:27 am -

12/12/2015, 11:39 am - Ram Tava Excelr: Hi chitra

12/12/2015, 11:40 am - Ram Tava Excelr: Will be communicated by EOD

12/12/2015, 12:15 pm -

When an agile team is scoring a particularly vague and unclear user story, it typically assigns it a high value knowing that it will most likely become further defined in upcoming iterations

12/12/2015, 12:15 pm -

What is a positive indicator that agile may be appropriate to an organization as a new project methodology?

A. That the adopting organization values a competitive, non-collaborative environment for the sake of boosting revenue.

B. That the adopting organization will review the product once at the end of the release when all requirements have been reached.

C. That the adopting organization values strict, inflexible project management techniques.

D. That the adopting organization will assign dedicated customer representatives to the project effort.

12/12/2015, 12:18 pm -

12/12/2015, 12:39 pm -

12/12/2015, 1:03 pm -

12/12/2015, 2:18 pm -

When considering whether to apply new agile practices, several internal and external factors should be considered. Internal factors include whether the project is developing new processes or products; whether the organization is collaborative and emphasizes trust, adaptability, collective ownership, and has minimal or informal project management processes; the size, location, and skills of the project team. External factors include the industry stability and customer engagement or involvement. Generally, agile is best suited to developing new processes or products for an organization that is collaborative and emphasizes trust, adaptability, collective ownership, and has minimal project management processes by an agile/project team that is relatively small in size, is collocated, and is cross-functional in skill. Additionally, agile is known to succeed in industries that are

quickly adapting to disruptive technologies as opposed to industries that are stable and perhaps inflexible to adaptive approaches. And, lastly, the component of customer involvement and engagement cannot be stressed enough; the more participation, the better.

12/12/2015, 2:18 pm -

Which is the best definition of prioritization

A. The vector ordering of user stories with respect value.

B. The fixed ordering of user stories with respect to value..

C. The relative ordering of user stories with respect to value.

D. The scalar ordering of user stories with respect to value.

12/12/2015, 2:42 pm - Alok Excelr: C

12/12/2015, 2:46 pm - Ram Tava Excelr: Hi Anushree in January we are planning in pune.

12/12/2015, 2:46 pm - Ram Tava Excelr: I shall let you know in advance....

12/12/2015, 2:47 pm - Ram Tava Excelr: Are you only one or do have some friends who can join along with you?

12/12/2015, 4:17 pm -

An agile team must always face the prioritization of produ