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Microsoft

70-498 PRACTICE EXAM

Delivering Continuous Value with Visual Studio 2012 Application Lifecycle Management

Exam Name: Delivering Continuous Value with Visual Studio 2012 Application Lifecycle Management

Question: 1

You are the lead developer and architect of a development team that develops line of business (LOB) applications.
You need to define an architectural design process for the LOB applications.
Which three architectural goals and principles should you adopt? (Each correct answer presents a complete solution. Choose three.)

A. Build to change, instead of building to last.
B. Model to analyze and reduce risk.
C. Consider the team velocity.
D. Use models and visualizations as a communication and collaboration tool.
E. Baseline the architecture to ensure consistency and minimize deviation.

Answer: A,B,D

Explanation:
Consider the following key principles when designing your architecture: Build to change instead of building to last. Consider how the application may need to change over time to address new requirements and challenges, and build in the flexibility to support this. Model to analyze and reduce risk. Use design tools, modeling systems such as Unified Modeling Language (UML), and visualizations where appropriate to help you capture requirements and architectural and design decisions, and to analyze their impact. However, do not formalize the model to the extent that it suppresses the capability to iterate and adapt the design easily. Use models and visualizations as a communication and collaboration tool. Efficient communication of the design, the decisions you make, and ongoing changes to the design, is critical to good architecture. Use models, views, and other visualizations of the architecture to communicate and share your design efficiently with all the stakeholders, and to enable rapid communication of changes to the design. Identify key engineering decisions. Use the information in this guide to understand the key engineering decisions and the areas where mistakes are most often made. Invest in getting these key decisions right the first time so that the design is more flexible and less likely to be broken by changes.
http://msdn.microsoft.com/en-us/library/ee658098.aspx

Question: 2

You are the product owner for a new application. You have the list of product backlog items (PBIs) with assigned business values for the first release of the application. You will be working with an established scrum master and development team. You know the team's capacity and the planned sprint duration.
You need to plan the release schedule based on your existing backlog.
Which three actions should you and the team perform? (Each correct answer presents part of the solution. Choose three.)

A. Ask the development team to decompose the PBIs into individual tasks and estimate hours.
B. Ask the development team to provide high level estimates to complete each PBI.
C. Assign the PBIs to different sprints to define the release.
D. Use the TFS 2012 task board features.

E. Schedule the release using the Iteration Planning workbook.
F. Order the product backlog by business value.

Answer: B,C,E

Explanation:
Not clear because according to Planning a release they say: Note Release planning is no longer an official event in Scrum. It's assumed that every organization will do some level of release planning. As far as Scrum is concerned, keeping the Product Backlog healthy and estimated is the best input for accurate release planning.
Professional Scrum Development with Microsoft Visual Studio 2012 p.160

Question: 3

You manage a development team that uses the Microsoft Visual Studio Scrum 2.0 process template. You establish a product backlog, allocate backlog items for a sprint, and define the tasks required to complete the sprint.
You need to ensure that the agreed upon work is assigned to team members. Who should be responsible for assigning work to team members?

A. Team members
B. Product owner
C. Scrum master
D. Team lead

Answer: A

Explanation:
In Scrum, work should never be directed or assigned. When creating or updating a task, don't assign it to anyone who doesn't request the work.
Professional Scrum Development with Microsoft Visual Studio 2012 p.183

Question: 4

Your development team uses the Microsoft Visual Studio Scrum 2.0 process template. You are the product owner.
Your product backlog includes a number of items that appear to have equal priority. However, the items have differing business value, complexity, and risk.
You need to order the backlog based on risk, complexity, and business value.
What should you do?

A. Work on items with the highest ratio of business value to effort first.
B. Work on items that have the highest effort first.
C. Work on items that have the lowest effort first.
D. Assign a risk factor to each product backlog item and work on items with the highest risk factor first.
E. Work on items that have the highest business value first.

Answer: A

Explanation:
The Product Backlog should be ordered by the Product Owner to maximize the value of the software being developed. He or she will know what features and bug fixes need to be developed before others. Release planning depends on the backlog being correctly ordered. The order can be based on many factors: business value, risk, priority, technical

value, learning value, or necessity. Items at a higher order are clearer and more detailed than lower-ordered ones. Effort estimates are more accurate on these items as well. In fact, the higher the order, the more a PBI or bug has been considered, and the consensus is greater regarding it, its value, and its cost.
Professional Scrum Development with Microsoft Visual Studio 2012 p.156

Question: 5

You are developing release plans for a new software development project.
You need to document a flexibility matrix.
Which three elements should you use? (Each correct answer presents part of the solution. Choose three.)

A. schedule
B. risk mitigation
C. scope
D. cost or resources
E. decision-making authority
F. solution architecture

Answer: A,C,D

Explanation:
http://pm-lotus.com/Wordpress/2009/09/15/the-flexibility-matrix/

Question: 6

You are utilizing the Microsoft Solution Framework (MSF) for Agile Software Development 6.0 process template. You need to track progress for the current sprint. Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)

A. Review team capacity.
B. From the Product Backlog view of the current sprint, review the By Work capacity bars for each contributor.
C. Review the task board.
D. Review the burndown chart.
E. From the project portal, review the Iteration Backlog spreadsheet.

Answer: A,C,E

Question: 7

You are part of a scrum team that is trying to identify user stories to complete in the next sprint.
You and the team need to select user stories for the next sprint.
What should you do?

A. Have the product owner decide which user stories to complete within the sprint.
B. Have the scrum master decide which user stories to complete within the sprint.
C. Have the team decide which user stories to complete within the sprint.
D. Order the user stories by their story points. Select the top stories based on the team's velocity.

Answer: C

Explanation:
The Sprint is a fixed-length event (30 days or less) in which the Development Team forecasts items from the Product Backlog and develops the items in the Sprint Backlog according to the acceptance criteria and their Definition of "Done."
Professional Scrum Development with Microsoft Visual Studio 2012 p.169

Question: 8

Your development team uses the Microsoft Visual Studio Scrum 2.0 process template. The team has identified items from the product backlog for the next sprint.
You need to ensure that the team has adequate capacity to complete the next sprint.
Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)

A. Review the sprint Burndown chart.
B. Have the team assign hour estimates to each sprint task.
C. Review the sprint backlog.
D. Assign story points to each item in the product backlog.
E. Review the product backlog with forecast set to On to determine if the sprint can be completed based on the team's velocity.
F. Set each team member's per day capacity.

Answer: C,E,F

Explanation:
Sprint Burndown charts can show the team how much work remains in the Sprint. These charts will often include an ideal trend line. This line represents the ideal rate at which the Development Team is able to complete all of the remaining effort, at a constant rate, by the end of the Sprint.
Professional Scrum Development with Microsoft Visual Studio 2012 p.283
Prior to the Sprint, there shouldn't be any Task work items in the Sprint Backlog. Ideally, the Development Team creates its tasks during the Sprint Planning meeting and not before.
Professional Scrum Development with Microsoft Visual Studio 2012 p.175
The Sprint Backlog contains those items selected by the Development Team plus a plan for delivering them. The Sprint Backlog shows the work remaining in the Sprint at all times.
Professional Scrum Development with Microsoft Visual Studio 2012 p.4
Story points should be already assigned to PBIs during identification for the sprint.

Question: 9

Your company network includes a Microsoft Visual Studio Team Foundation Server (TFS) 2012 server and Microsoft System Center 2012. Your company launches a new customer sales portal.
It is critical that all issues identified as potential bugs get addressed in a timely manner.
You need to ensure that incident response times are managed across support and development teams.
What should you do?

A. Use Service Manager.
B. Create a new incident within System Center and assign it to a bug work item in TFS.
C. Use SQL Server Reporting Services (SSRS) to query the Operations Manager Data Warehouse and create work items.
D. Use Orchestrator.

Answer: A

Explanation:
Service Manager provides an integrated platform for automating and adapting your organization's IT service management best practices, such as those found in Microsoft Operations Framework (MOF) and Information Technology Infrastructure Library (ITIL). It provides built-in processes for incident and problem resolution, change control, and asset lifecycle management. Orchestrator provides a workflow management solution for the data center. Orchestrator lets you automate the creation, monitoring, and deployment of resources in your environment.

Question: 10

Your development team uses Microsoft Visual Studio Team Foundation Server (TFS) 2012 to develop and support an enterprise-wide web application. The system is too large to perform a manual smoke test.
You need to ensure that the latest release to production has not broken anything. Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

A. Create a new build definition with your tests configured for the production URI(s). Run the tests and have TFS report success or failure.
B. Create a new virtual machine in Microsoft Test Manager (MTM) that mirrors your production environment. Create a new build that runs your test projects and have TFS report success or failure.
C. Create a series of CodedUI Tests in Microsoft Visual Studio.
D. Create a complete set of unit test projects within Microsoft Visual Studio 2012.

Answer: B,C

Question: 11

Your company's help desk support team comprises a single individual using an Excel spreadsheet to track tickets.
You want to improve the flow of information between the help desk and your development team.
You need to ensure that the lead developer receives updates only when new software defects are reported by the help desk.
What are two possible ways to achieve this goal? (Each correct answer presents a complete solution. Choose two.)

A.
• Create a custom list on SharePoint to capture ticket information.
• Have the lead developer subscribe to an alert for each ticket that is created with a type of "software defect".
B.
• Use the System Center 2012 Ticket Manager to capture tickets from the help desk.
• Enable the ticket integration adapter to push tickets captured in System Center to TFS as bug work items.
• Have the lead developer subscribe to alerts for his or her assigned work items.
C.
• Create a team project on your Team Foundation Server with a custom process template to track tickets.
• For software defects, have the help desk assign the tickets to the lead developer.
• Have the lead developer review his or her assigned tickets.
D.
• Publish the Excel spreadsheet to a SharePoint document library.
• Configure an alert to notify the development lead when the spreadsheet is modified.

Answer: A,C

Question: 12

Your team is setting up a test lab for the test team. Hyper-V is not the company virtualization standard. You are in a planning meeting representing the development team.
The information technology (IT) group indicates that they are reluctant to purchase a Hyper-V server and have limited resources available for maintaining test environments.
You need to suggest a solution for managing pre-production environments.
What should you do?

A. Explain that Standard Environments in Lab Management can be used, but that IT will still have to provision test VMs.
B. Explain that TFS Lab Management is a solution, but requires Hyper-V.
C. Explain that Standard Environments in Lab Management is a solution, but requires physical machines.
D. Explain that Lab Management is a solution and that IT will not need to be involved since Lab Management can be used to self provision test VMs.

Answer: A

Explanation:
Standard Environments: Standard environments can contain a mix of virtual and physical machines. You can also add virtual machines to a standard environment that are managed by third-party virtualization frameworks. In addition, standard environments do not require additional server resources such as an SCVMM server. SCVMM environments: SCVMM environments can only contain virtual machines that are managed by SCVMM (System Center Virtual Machine Manager), so the virtual machines in SCVMM environments can only run on the Hyper-V virtualization framework. However, SCVMM environments provide the following automation and management features that are not available in standard environments.
http://msdn.microsoft.com/en-us/library/vstudio/dd997438.aspx

Question: 13

You develop a web application that will be automatically deployed to a staging web server on which Internet Information Services (115) 7 is installed.
You are defining a new build definition based on the DefaultTemplate.xaml build process template. This build definition will run every night and will publish the web application to a specific location.
You provide the following MSBuild arguments in your build definition:

```
/p:DeployOnBuild=True
/p:DeployTarget=MsDeployPublish
/p:MSDeployPublishMethod=WMSVC
/p:Configuration=Release
/p:MsDeployServiceUrl=https://staging.mycompany.com:8172/msdeploy.axd
/p:DeployIisAppPath=staging. mycompany.com/virtual_directory_name
/p:AllowUntrustedCertificate=True
```

You need to ensure that all prerequisites are installed and configured at the web server to support the build definition.
What should you do?

A. Install a self-signed server certificate for the site on which the web application is deployed.
B. Install Team Foundation Power Tools.
C. Install and configure Microsoft Web Deploy and Web Management Services.
D. Create an FTP site for the address staging.mycompany.com.

Answer: C

Question: 14

You have a web application that should be automatically deployed to a standard environment, including two staging web servers. You USE the LabDefaultTemplate.11.xaml build process template for your build definition.
You plan to run automated tests on the application as part of the build process.
You need to configure the build definition to deploy the application.
What should you do?

A. Create deployment scripts to perform the deployment. In the Deploy section of the build process template, select Deploy the build and specify the computer names and the scripts to be executed.
B. In the build definition, specify the MS Build arguments as /p:DeployOnBuild=true;DeployTargetPackage.
C. Define separate drop folders for each web server.
D. In the build definition, specify Private Drop Location. Indicate the scripts to be executed after a successful build.

Answer: A

Question: 15

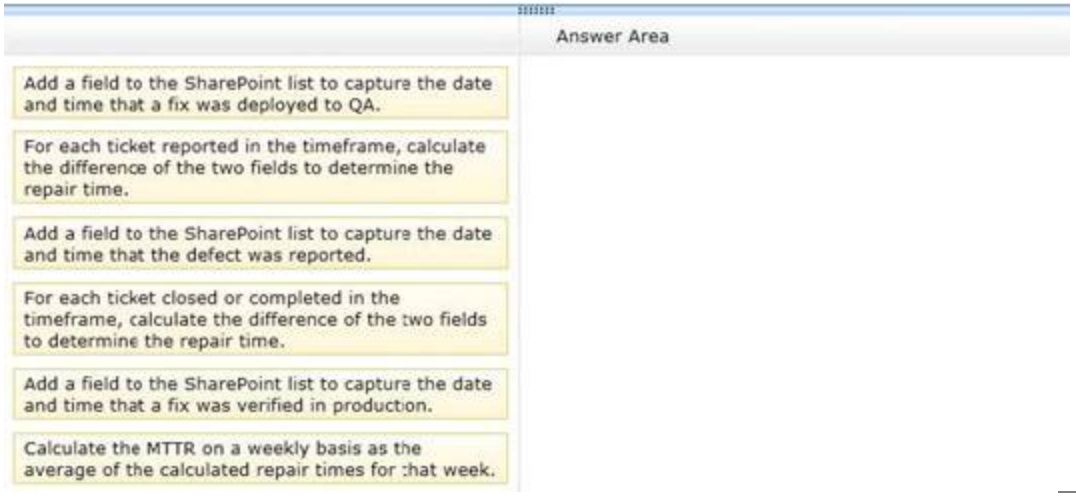
You develop a solution that contains an ASP.NET Model View Controller (MVC) application. You have a continuous integration build named CodeBuild which compiles the application. Your information technology (IT) department provides you with a virtual machine (VM) for testing purposes. The VM has Internet Information Services (IIS) 7.5 installed and configured.
Currently, developers publish to the VM directly from Visual Studio when the test team requests a deployment. The current release process is unreliable and burdensome to the development team.
You need to create an efficient and flexible method to automate the deployment of the website when requested by the test team.
What should you do?

A.
• Create a Powershell script that copies the website from the build drop folder to the test VM.
• Check in the script to TFS.
• Add an activity to the CodeBuild workflow that invokes the PowerShell script.
B.
• Create a standard environment using the test VM.
• Create a lab workflow named DeployBuild and select CodeBuild as the source build.
• Configure a deployment command to copy the website from the build drop folder to the IIS web directory.
• Instruct the test team to invoke the DeployBuild when they request a new release.
C.
• Customize the CodeBuild workflow to copy the website from the build drop folder to the IIS web directory on the test VM.
• Instruct the test team to invoke the CodeBuild when they wish to test.
D.
• Make the IIS Web Directory on the test VM a Universal Naming Convention (UNC) file share.
• Modify the CodeBuild, setting this share as the drop folder for the build.
• Instruct the test team to invoke the CodeBuild when they wish to test.

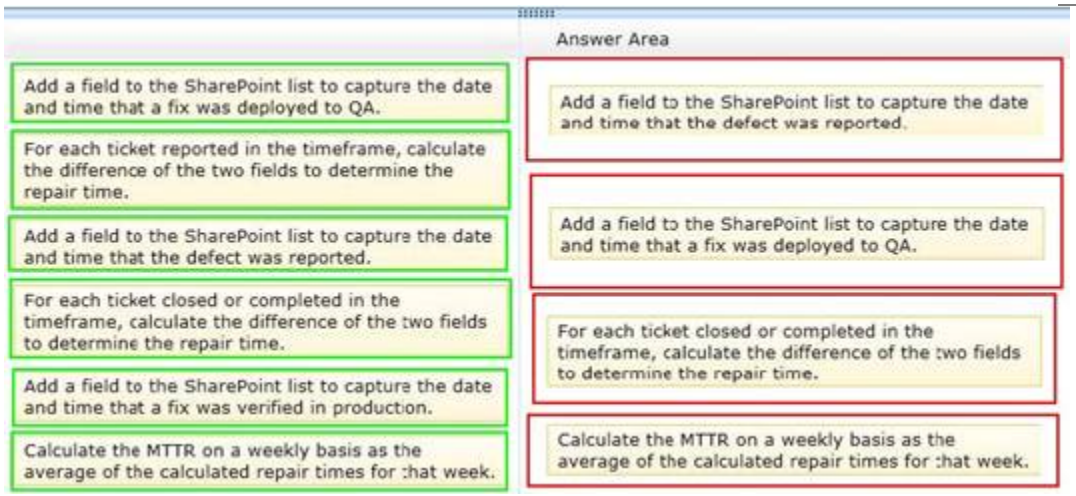
Answer: B

Question: 16

DRAG DROP
Your IT department uses a custom SharePoint list to capture help desk calls and ticket information. Management asks you to report the mean time to repair (MTTR) on a weekly basis.
You need to modify the list to capture the data necessary to prepare the report.
What should you do? (To answer, move the four appropriate actions from the list of actions to the answer area and arrange them in the correct order.)



Answer:



Question: 17

Your development team uses Microsoft Visual Studio Team Foundation Server (TFS) 2012 with the Microsoft Framework (MSF) for Capability Maturity Model Integration (CMMI) template.
You are reviewing outstanding issues with your team and trying to agree on whether you can mark a particular issue as resolved.
You need to determine whether the issue has been resolved.
Which two criteria must the team meet before the issue can be marked as resolved? (Each correct answer presents part of the solution. Choose two.)

A. All impediments under an issue have been completed.

B. All user stories under an issue have been completed.
C. Stakeholders are satisfied that the issue has been resolved.
D. All tasks under an issue have been completed.

Answer: C,D

Explanation:
Review Issues for Resolution After all tasks under an issue have been completed, the stakeholders should decide whether the issue has been resolved. http://msdn.microsoft.com/en-us/library/ee461539.aspx

Question: 18

You are using the Microsoft Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0 process template.
You are the scrum master.
You need to assign product requirements to an iteration.
Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)

A. Create a test harness to confirm that the business requirements are understood.
B. Find the dependencies among the product requirements.
C. Prioritize each of the requirements.
D. Create a prototype to validate whether or not the requirement can be accomplished.
E. Estimate the cost of each of the requirements.

Answer: B,C,E

Question: 19

You are using the Microsoft Visual Studio Scrum 2.0 process template. You recently finished a sprint.
You need to conduct a retrospective meeting prior to planning the next sprint.
What should you do?

A. Select items from the product backlog for the next sprint.
B. Decompose the product backlog items into a set of tasks.
C. Determine which items have been finished on the previous day.
D. Analyze the previous sprint to identify what the team is going to do differently during the next sprint.

Answer: D

Explanation:
This meeting provides an opportunity for the Scrum Team to inspect themselves and identify what went well and what needs improving. If improvements are identified, the team should create an actionable plan for the next Sprint. Nothing is out of scope during this meeting—people, relationships, process, and tools can all be discussed. The Scrum Team may also decide to adjust its Definition of "Done" to increase product quality. After the meeting, the next Sprint begins.
Professional Scrum Development with Microsoft Visual Studio 2012 p.6

Question: 20

Your development team uses Scrum as its process framework.
The business communicates a significant change in direction. The current sprint may become obsolete due to the changes.
You need to determine whether the current sprint should be canceled.
Under what circumstances should you cancel the current sprint?

A. Team members are not able to complete the tasks that were committed to for the sprint.
B. Major changes to have doubled the required time to complete the tasks.
C. Impediments cause the tasks to not be completed within the sprint.
D. The sprint goal becomes obsolete.

Answer: D

Explanation:
Canceling a Sprint Rarely does a Sprint need to be canceled, but it does happen. If a Sprint's forecasted work becomes irrelevant, then there is no reason to continue developing it. This can occur if the product or organization needs to change direction immediately due to a technology or market reason. Only the Product Owner has the authority to cancel a Sprint. He or she may do so under the advisement of others, including stakeholders, the Development Team, or the Scrum Master. Canceled Sprints require the Scrum Team to collaborate and decide if any done work is acceptable and potentially releasable. The Scrum Team should also re-estimate any undone work, returning it to the Product Backlog. The work done on partially completed PBIs depreciates quickly and may not have any value in the future. Needless to say, canceling a Sprint will generate waste.
Professional Scrum Development with Microsoft Visual Studio 2012 p.16

Question: 21

You manage a development team by using Microsoft Team Foundation Server (TFS) 2012. The development team is made up of developers with specific skills.
The project you are developing has the following characteristics:
Several external dependencies exist.f Requirements are well defined and will not change. If an external dependency on the critical path does not meet a committed to deadline, the project will be impacted. The impact should be identified and measured.
You need to select the appropriate tool(s) for managing the project.
What should you do?
A. Use Microsoft Project to manage dependencies and integrate with TFS where needed.
B. Use TFS with the Microsoft Visual Studio Scrum 2.0 project template.
C. Use TFS with the Microsoft Solution Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0 project template and the Affects link type for managing dependencies.
D. Use TFS with the MSF for Agile Software Development 6.0 process template and the web access task board.

Answer: A

Question: 22

You manage a highly complex project by using Microsoft Visual Studio Team Foundation Server (TFS) 2012 for application lifecycle management (ALM).
The project has the following characteristics:
The development team is multi-disciplined, executes all work that is required, and has a high degree of autonomy. A key stakeholder acts as product owner to create, prioritize, and manage dynamic product requirements. You plan and complete requirements in three week cycles.

You do not need to keep track of an audit trail.
You need to select a development process.
What are two possible development processes you could select to achieve this goal? (Each correct answer presents a complete solution. Choose two.)

A. MSF for CMMI Process Improvement 6.0
B. Microsoft Waterfall 6.0
C. Microsoft Visual Studio Scrum 2.0
D. Microsoft Security Development Lifecycle (SDL) Process Template
E. Microsoft Kanban 1.0

Answer: C,E

Explanation:
You can choose based on the following considerations: Choose Visual Studio Scrum 2.0 or later version if your team uses Scrum, manages bugs along with product backlog items during sprint planning, and wants work items and processes designed to support Scrum. Choose MSF for Agile Software Development 6.0 or later version if your team uses Agile methods, and you resolve work items before closing them. Choose MSF for CMMI Process Improvement 6.0 or later version if your team requires a rigorous audit trail, and follows a formal process for change management.
http://msdn.microsoft.com/en-us/library/vstudio/ms400752.aspx
The SDL has been shown to reduce the number of vulnerabilities in shipping software by more than 50 percent. However, from an Agile viewpoint, the SDL is heavyweight because it was designed primarily to help secure very large products, such as Windows and Microsoft Office, both of which have long development cycles.
http://msdn.microsoft.com/en-us/library/windows/desktop/ee790621.aspx

Question: 23

You are a scrum master.
You are planning a large product development project that will involve more than 15 team members. You want to divide the team members into multiple scrum teams.
You need to ensure that the new teams minimize collisions and maximize release flexibility.
What should you do?

A. Create teams that will target different features.
B. Create teams based on team members' positions.
C. Create teams based on technology type.
D. Create teams by team members' experience with the Scrum process framework.

Answer: A

Question: 24

A development team is attempting to use Scrum as its process framework. You join the team as the new scrum master.
During a meeting, a developer states that his "task is done."
You need to describe to the team how the word "done" relates to Scrum.
What should you do?

A. The word "done" indicates that code has been approved for release to production.
B. The word "done" indicates that code compiles and has been unit tested.

C. The word “done” indicates that code has been approved through testing and quality assurance.
D. The word “done” must be defined, communicated, and agreed to by the team.

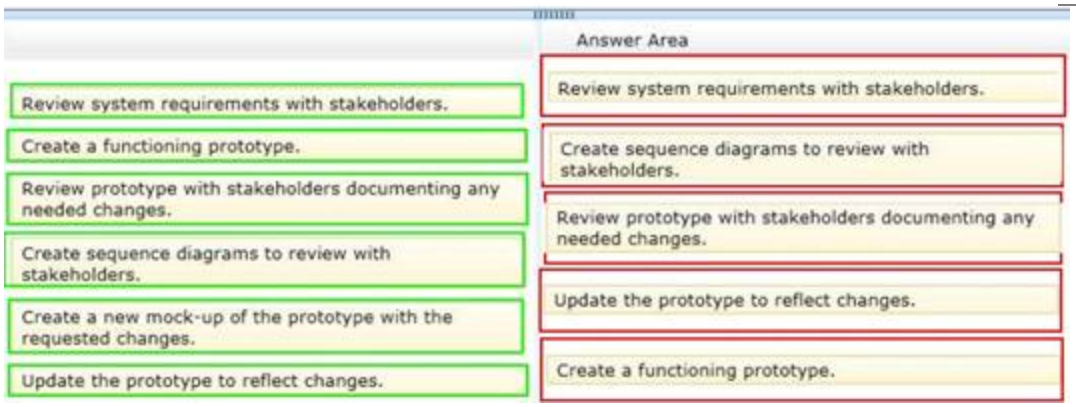
Answer: D

Explanation:
The Definition of “Done” is a simple, auditable checklist created by the Development Team. It must be understandable by the Product Owner, the Scrum Master, and any stakeholders.
Professional Scrum Development with Microsoft Visual Studio 2012 p.36

Question: 25

DRAG DROP
You are developing a new application that contains complicated validation and transformation logic on data pulled from three separate source systems.
You need to get feedback from your stakeholders to verify that your application meets their requirements before any other development tasks have been started. You also need to ensure that this application sub-system is correct before any other dependent module can be developed.
What should you do? (To answer, move the five appropriate actions from the list of actions to the answer area and arrange them in the correct order.)

Answer:



Question: 26

You are developing an application by using a team of developers and a team of testers. You have an automated nightly build.
Currently, the testers take too long to test and the developers are closing a large number of bugs as “unable to reproduce.”

You need to improve the test cycle time.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

A. Enable code analysis.
B. Instruct the testers to use diagnostic data collection in their test environment.
C. Instruct the testers to test only every other build.
D. Instruct the testers to use action recordings and playback during manual testing.
E. Assign an extra day for testing at the end of the iteration.

Answer: B,D

Question: 27

Your development team uses Scrum as its process framework.
You need to identify key metrics for measuring the effectiveness of any process changes.
Which three key metrics should you measure? (Each correct answer presents a complete solution. Choose three.)

A. Number of story points delivered during the sprint
B. Number of tasks added to the sprint after the sprint starts
C. Number of bugs reported by testers
D. Number of classes in the code-base
E. Number of items added to the Product Backlog
F. Number of manual test cases created

Answer: A,B,C

Question: 28

You are a technical team lead. Your company network includes a Microsoft Visual Studio Team Foundation Server (TFS) 2012 server.
You are assigned to work on a project with an internal development team and an off-site vendor who is new to working with your company.
You need to ensure that the code delivered by the off-site vendor is of an acceptable quality, conforms to standards, and does not affect production support.
Which three actions should you perform? (Each correct answer presents a complete solution. Choose three.)

A. Implement custom and standard check-in policies to force compliance to standards, passing of unit tests, and running static code analysis.
B. Implement a branching and permissions strategy that isolates vendor changes.
C. Implement an email alert that is triggered when the off-site vendor's developers check in code.
D. Implement a gated check-in build.
E. Implement a policy requiring developers to shelve their changes at the end of each day.

Answer: A,B,D

Question: 29

Your company is considering implementing an application lifecycle management (ALM) strategy.
You need to identify the return on investment (ROI) of implementing an ALM strategy.

Which three benefits should you recommend? (Each correct answer presents part of the solution. Choose three.)

A. Bug-free software releases
B. Latest best-of-breed tools specific for each role
C. Improved product quality
D. Shortened development cycles
E. Early user feedback

Answer: C,D,E

Question: 30

Business analysts in your organization create large, extremely detailed requirements specifications.
Some business analysts report that developers are not delivering according to specifications.
You need to improve requirements management and delivery.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

A. Require the business analysts to give the developers summaries of each requirement instead of the detailed specification.
B. Require the developers to prioritize requirements.
C. Use Microsoft PowerPoint storyboarding to improve the understanding of requirements.
D. Use the Feedback Manager tool to gather feedback from the business analysts regularly.

Answer: C,D

Question: 31

You are a project manager responsible for all phases of a new application development project.
Your project is a customer-facing website that is strategic to the rollout of a new product.
You need to ensure that the project is delivered on time and on budget with a minimal number of defects.
What should you do first?

A. Create test plans and author test cases.
B. Conduct exploratory test sessions.
C. Illustrate requirements with Microsoft PowerPoint storyboarding and link storyboards to work items.
D. Engage stakeholders to provide feedback about pre-release software.

Answer: C

Question: 32

Historically your IT group has done a poor job of reporting issues and successes to key decision makers in a timely manner, due to incomplete or inconsistent application lifecycle management (ALM) practices.
You are implementing Scrum as the process framework for new projects. The scrum master will publish daily progress reports to the product owner and key stakeholders.
You need to view daily progress and identify if bottlenecks are occurring in the development process.
Which report should you use?

A. Bug Trends

B. Sprint Burndown
C. Cumulative Flow
D. Release Burndown

Answer: C

Explanation:
Kanban teams prefer to use a Cumulative Flow Diagram to visualize work across the entire backlog. Visualizing the backlog in this manner can help to identify bottlenecks in the process. Scrum Teams can also use a Cumulative Flow Diagram.
Professional Scrum Development with Microsoft Visual Studio 2012 p.6

Question: 33

You manage several developers who are working on multiple applications. A business analyst requests an audit trail of work item changes for all prospective releases. You need to implement a strategy to provide the audit trail. Which two actions should you perform? (Each correct answer presents part of the solution.
Choose two.)

A. Enable a check-in policy that requires a successful build prior to check-in.
B. Enable a check-in policy that requires a work item be associated with the check-in.
C. Enable static code analysis during the automated build.
D. Require developers to update the comments field of their tasks with details of any code changes for their tasks.
E. Request that developers enter the work item ID in the check-in comments for any code changes they make.
F. Enable the automated build option to associate work items with the build.

Answer: B,F

Question: 34

You are developing a new application. The application will require rapid changes after it is in production.
You need to implement practices that promote high quality and ensure the code is maintainable.
Which three practices should you implement? (Each correct answer presents part of the solution. Choose three.)

A. Refactor code based on code metrics from the maintainability index.
B. Keep the code tightly coupled.
C. Create as few classes as possible.
D. Create unit tests and monitor code coverage.
E. Create as few assemblies as possible.
F. Refactor code based on code clone analysis.

Answer: A,D,F

Question: 35

You are developing an application that has several automated builds that build, perform code analysis, and unit test portions of your code. Your team also performs peer review for code changes in an informal manner.
You need to meet the following requirements:
☞ Provide documentation on quality checks and reviews for any changes to the code base.

- Ensure code quality.
- Maintain your team's efficiency.

What should you do?

A. Institute gated check-ins to the build process.
B. Deny developers check-in permissions. Allow them to shelve changes and have a senior team member check in the shelve-set after review.
C. Utilize the Code Review work items and workflow before check-ins.
D. Perform a weekly code review on subset of recent check-ins.

Answer: C

Question: 36

You design a system architecture that specifies various inter-layer communications.
You need to ensure the validity of developers' code against your architecture.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

A. Create a layer diagram and specify the valid namespaces for each layer.
B. Create a gated check-in that runs a build that validates the rules defined in the layer diagram.
C. Use the architecture explorer to create a DGML model of the architecture.
D. Create a gated check-in that uses Code Analysis.
E. Create a gated check-in that runs a build that validates the rules defined in the DGML model.

Answer: A,B

Explanation:
You can perform layer validation every time that you run a local build. If your team uses Team Foundation Build, you can perform layer validation with gated check-ins, which you can specify by creating a custom MSBuild task, and use build reports to collect validation errors.
http://msdn.microsoft.com/en-us/library/vstudio/dd409395.aspx

Question: 37

You develop an n-tier application that includes the following components:
Database
Data access layer
Business logic layer
Presentation layer (website)
The database has approximately 100 tables and stores large amounts of data.
You need to select a unit testing strategy to verify the business logic layer.
What should you do?

A.
• Create a mock data access layer.
• Configure the business logic layer to use the mock data access layer.
• Write tests against the business logic layer.
B.
• Create a mock data access layer.
• Write tests against the mock data access layer.

C.
• Create a mock business logic layer and a test database.
• Configure the data access layer to target the test database.
• Write tests against the business logic layer.
D.
• Create a test database from a backup of the live database.
• Configure the data access layer to target the test database.
• Write tests against the data access layer.

Answer: A

Question: 38

You manage a project that has three teams working in parallel on a single codebase using a Scrum process methodology.
You need to ensure that each team can manage work separately while editing a shared code base.
What should you do?

A. Within a single team project, create separate iteration paths for each team. Assign each team member to their respective iteration path.
B. Create a team project for each team, assigning different team members to each team project.
C. Within a single team project, create three teams. Assign each team member to their respective teams.
D. Create a team project for each team, assigning all team members to each team project.

Answer: C

Question: 39

You create a layered web application. The service layer includes a suite of nUnit tests for the code. The web application contains JavaScript and has no tests.
You configure a build agent running as a service and create an automated build.
You need to include unit testing in the development and automated build of the application. You need to achieve this goal with the least amount of impact to the development team.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

A. Configure the build to use the existing nUnit tests.
B. Create QUnit tests to test the Javascript in the web application.
C. Use Coded UI Tests to test the JavaScript in the web application.
D. Convert all the nUnit tests for the business logic layer into MSTests.

Answer: A,B

Question: 40

You are planning to develop a new application.
You want to be able to measure the quality of the code you create. You need to ensure that it is easy to test and obtain high code coverage. What should you do?

A. Ensure that each class has only one responsibility.

B. Ensure that concrete classes depend only on other concrete classes.
C. Create as few abstract classes and interfaces as possible.
D. Create as many static methods as possible.

Answer: A

Question: 41

Your company is developing a new version of an existing application. The current list of feature requests is made up mostly of three years' worth of bug reports and help desk support call data.
The company has no formal process for requesting input from its customer base.
You need to be able to prioritize the information and develop an accurate, useful list of feature requests.
What are three possible ways to accomplish this goal? (Each correct answer presents a complete solution. Choose three.)

A.
• Use focused customer interviews to review the bug reports and help desk data.
• Create the requirements documents from the resulting information.
B.
• Create a single requirements document that includes all the bug reports and help desk call items.
• Put this document on the backlog of the project.
C.
• Working from the bug reports and help desk data, create an Excel workbook project matrix that ranks items based on complexity and priority.
• Determine the project requirements for the next iteration that includes the top ranking items on the matrix.
D.
• use storyboarding diagrams and work with the stakeholders to filter, map, and expand on the bug reports and help desk call data.
• Review the diagrams with the stakeholders and create requirements documents based on that review.
E.
• Hold a series of joint application design (JAD) sessions with representation from support, development, help desk, and customers. Filter out the bad items from the bug reports and help desk data.
• Create formal requirements documents based on the results of these sessions.

Answer: B,C,E

Question: 42

Your network environment includes a Microsoft Visual Studio Team Foundation Server (TFS) 2012 server. Your development team is using the Microsoft Framework (MSF) for Agile Software Development 6.0 process template. You have a number of user stories logged in TFS
2012.
Several user stories have external dependencies on an application programming interface (API) that is being developed by a third party. The interfaces for the API have already been agreed upon.
You need to recommend how these external dependencies should be handled in your current sprint.
What should you do?

A. Add a resource to represent the third party and assign all the user stories that have dependencies on the API to this new resource.
B. Add an agreed upon amount of effort to every user story that has dependencies on the API.

C. Move all user stories that have dependencies on the API to the next sprint.
D. Create mockups of the API using the agreed upon interfaces. Add user stories for integration testing to the backlog.

Answer: D

Question: 43

Your development team uses Scrum as its process framework and utilizes the Microsoft Framework (MSF) for Agile Software Development 6.0 process template.
A new team member who is new to Scrum assumes the role of product owner.
You need to help the new product owner prioritize the product backlog.
Which basis should you suggest the new product owner use for prioritizing the product backlog?

A. personal preference
B. estimated cost and effort for each requirement
C. risk and business value of each requirement
D. technical complexity of each requirement

Answer: C

Explanation:
In other words, it's more important to deliver business value in the form of working software than to follow a plan.
Professional Scrum Development with Microsoft Visual Studio 2012 p.162

Question: 44

You manage a development team that has been assigned the task of developing a reporting application. The team holds a kickoff meeting with the stakeholders to document user requirements.
You review the draft requirements list that results from this meeting.
You need to indicate which requirements likely will require rework before you can send the requirements list to the development team.
Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)

A. Identify requirements that are independent of other requirements. These requirements likely will need to be integrated with the other requirements.
B. Identify requirements that cannot be tested easily. These requirements likely will need details to make them more testable.
C. Identify requirements that do not have estimates. These requirements likely will need additional details before they can be approved.
D. Identify requirements that depend on other requirements. These requirements likely will need to be split.
E. Identify requirements that provide little business value. These requirements likely will need to be reconsidered.

Answer: C,D,E

Question: 45

Your development team uses the Microsoft Solution Framework (MSF) for Agile Software Development 6.0 process template.
You need to determine the process to obtain the most accurate estimates for each user story in your product backlog.

What should you do?

A. Have the development team estimate and use the longest estimates.
B. Ask the product owner to provide the estimates.
C. Ask the scrum master to provide estimates.
D. Have the development team estimate until team members reach consensus.

Answer: D

Question: 46

Your geographically dispersed development team is using the Microsoft Solution Framework (MSF) for Agile Software Development 6.0 process template.
You are developing an application that will function on several different types of mobile devices.
You need to ensure that developers have access to the designs for each device.
What should you do?

A. Create a Requirements work item type and attach the wireframe design.
B. Print the storyboards' wireframe designs and tape them to the walls of the main development center.
C. Create a new task for each wireframe design.
D. Create wireframes in Microsoft PowerPoint and link them to the user stories.

Answer: D

Question: 47

You are utilizing the Microsoft Visual Studio Scrum 2.0 process template.
Your development team uses the storyboard feature in Visual Studio 2012.
You need to ensure that there is consistency of user interface between different features of the product.
What should you do?

A. Create a design guide document with images of sample standard layouts. Provide a copy of this document to all team members.
B. Create custom storyboard shapes by using Microsoft PowerPoint that match your corporate standard user interface (UI) controls. Export these and make them available to the team as an import for use in all storyboards.
C. Create custom storyboard shapes in PowerPoint that match your corporate standard UI controls. Save the results as a PowerPoint template in the SharePoint site associated with the Team project collection. Instruct team members to import the shapes.
D. Create images of your UI controls as GIF/JPEG files that match your corporate standard UI controls. Export these and make them available to the team as an import for use in all storyboards.

Answer: B

Question: 48

You are utilizing the Microsoft Visual Studio Scrum 2.0 process template.
You lead a development team that includes business analysts, developers, and testers.
You need to capture requirements and acceptance criteria. You also need to ensure that requirements and criteria can be versioned and tracked against individual test cases.

What should you do?
A. Create a document that details the requirements and acceptance tests. Store the document in TFS source control.
B. Create a document that details the requirements and acceptance tests. Store the document in the SharePoint site associated with the team project.
C. Add product backlog item (PBI) work items.
D. Create a spreadsheet that details the requirements and acceptance tests. Store the spreadsheet in TFS source control.

Answer: C

Explanation:
In Team Foundation Server, the Product Backlog Item (PBI) work item type enables the Scrum Team to capture all of these various requirements with as little documentation as possible. In fact, only the title field is required. Later, as more detail emerges, the PBI can be updated to include business value, acceptance criteria, and the Development Team's latest estimation of effort.
Professional Scrum Development with Microsoft Visual Studio 2012 p. 67

Question: 49

Your team uses a single team project for all development. You use the Microsoft Visual Scrum 2.0 process template to manage the software development process.
You have an external client help desk application that issues ticket numbers associated with each client support call.
You need to be able to query TFS and report on help desk ticket numbers from within bug work items.
What should you do?

A. Use the process template editor to modify the process template definition of the bug work item to include a new field.
B. Update the work item ID to match the help desk ticket ID
C. Use the process template editor to modify the definition of the bug work item in use on the team project to include a new field.
D. Instruct the team to record the TFS bug work item IDs associated with any given help desk ticket in the help desk system.

Answer: C

Question: 50

Your company is developing a web application by using the Microsoft Visual Studio Scrum
2.0 process template. The development team committed to deliver a set of Product Backlog Item (PBI) work items for the upcoming sprint.
You implement the initial tests for the PBIs in scope for the upcoming sprint. You plan to add more tests during the sprint.
You need to ensure that your test plan automatically includes any new tests.
What should you do?

A.
• Create a Microsoft Excel spreadsheet that lists all the acceptance tests for the PBIs.
• Use a Pivot table to report the test cases per PBI.
B.
• Create test case work items for the acceptance tests.

• Link these test cases to the PBI work items.
• Add a query based test suite that selects all test cases linked with the PBIs in scope.
C.
• Create test case work items for the acceptance tests.
• Link these test cases to the associated PBI work items.
• Add the PBIs to the test plan.
D.
• Create test case work items for the acceptance tests.
• Create a suite in Microsoft Test Manager (MTM) and add all test cases to this suite.

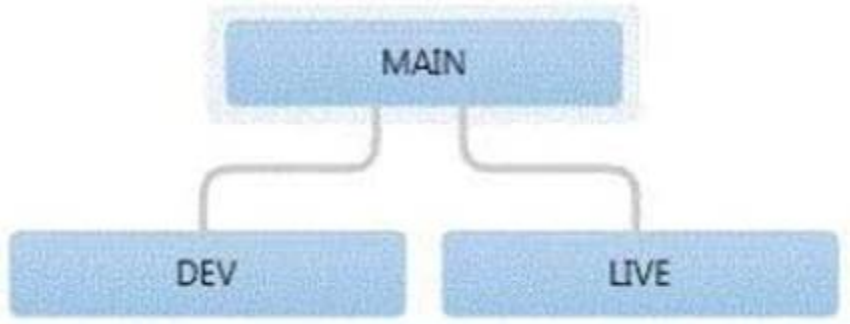
Answer: C

Question: 51

You develop a solution that is managed in Microsoft Visual Studio Team Foundation Server (TFS) source control using three branches according the following table.

Branch Name	Purpose
DEV	Development
MAIN	Integration
LIVE	Production

The branch hierarchy is shown in the exhibit. (Click the Exhibit button.)



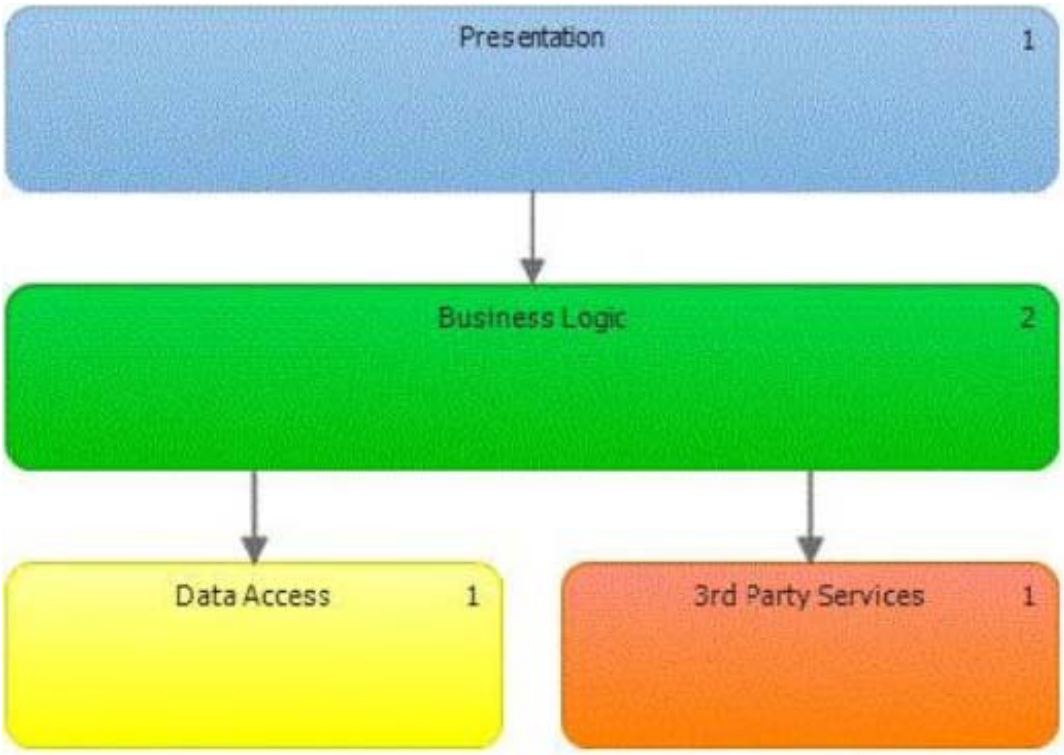
A new project requires you to divide your team into two separate, and largely independent, teams named Feature Team 1 and Feature Team 2. Each team works on different features.
You need to recommend an effective long-term strategy that:
Allows parallel development, Allows independent feature releases, Minimizes conflicts, Supports integration, and Allows bug fixes to production code.
What should you do?

A. Instruct both feature teams work off the DEV branch. The teams should only check in when they are ready to integrate.
B. Create two new folders named FB1 and FB2 at the same level as the other branches. Instruct Feature Team 1 to check in to FB1 and Feature Team 2 to check in to FB2. When the teams are ready to integrate, perform baseless merges from FBI to DEV and FB2 to DEV.
C. Instruct Feature Team 1 to check in to the DEV branch and Feature Team 2 to check in to the MAIN branch. When the teams are ready to integration, the DEV branch will be merged into the MAIN branch.
D. Create two branches off DEV named FB1 and FB2. Instruct Feature Team 1 to check-in to FB1 and Feature Team 2 to check-in to FB2. When a team is ready to integrate, FB1 or FB2 will be merged with DEV.

Answer: D

Question: 52

You are developing an n-tier application. An architect has provided a layer diagram as shown in the exhibit image. (Click the Exhibit button.)



Your code is built as part of an automated team build.
A class in the data access layer is changed to utilize a utility class that resides in the business logic layer.
You need to ensure that the code and layer diagram are valid in a manner that follows good architectural and object oriented practices.
What should you do?

A. Create a new cross-cutting layer and refactor the utility class into the new layer, allowing the new layer to reference both the data access layer and the business logic layer.
B. Leave the layers the same and duplicate the utility class in both the data access layer and the business logic layer.
C. Create a new cross-cutting layer and refactor the utility class into the new layer, allowing the data access layer and business logic layer to have one-way dependencies to the new layer.
D. Change the dependency between the data access layer and the business logic layer to be bi-directional.

Answer: C

Question: 53

Your scrum team develops features for new applications and performs maintenance on legacy applications. The newer applications have unit tests, but there are very few tests for the legacy code.
Recently, bugs in the legacy code have been consuming resources that could be used for more important development.
You need to define an approach for building tests on the legacy code. You need to achieve this goal without affecting

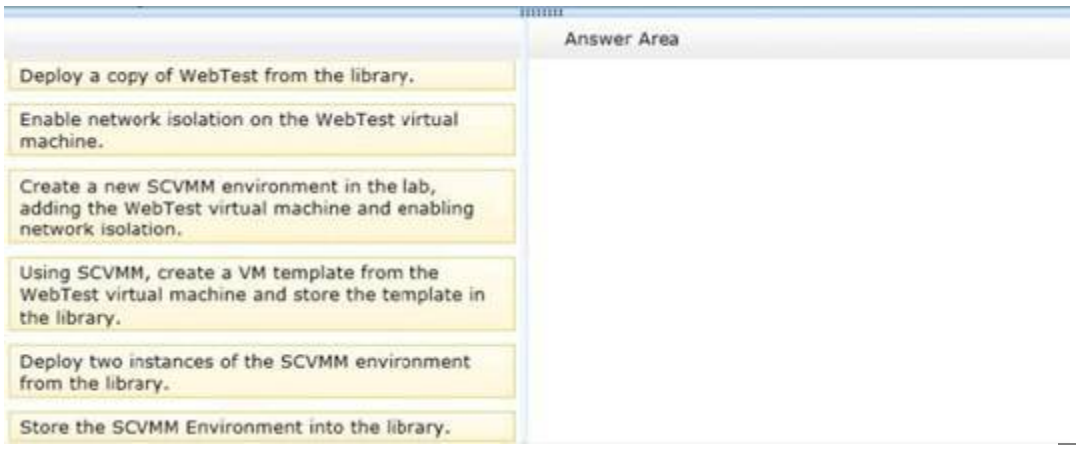
the team's delivery cadence on the new applications.
What should you do?

A. Write tests for legacy code between sprints.
B. Implement manual testing for bug fixes to legacy code.
C. Stop new development and write tests for most of the legacy code.
D. Continue development on the new applications, but write tests for any legacy code you work on as part of maintenance.

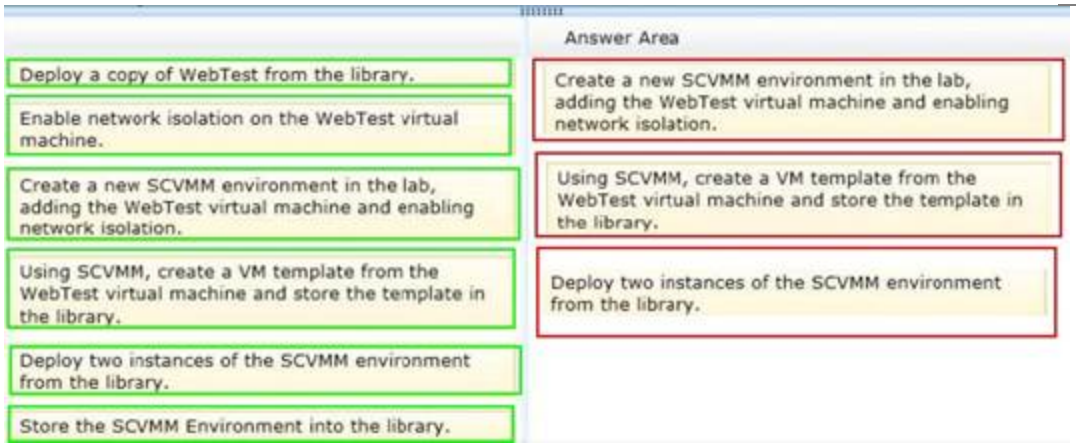
Answer: D

Question: 54

DRAG DROP
You are developing a web application. Currently, the test team tests the website on a Hyper-V virtual machine (VM) named WebTest. The majority of the test cases explicitly reference WebTest.
The test team wants to divide into two independent teams to speed testing, and has indicated that they will likely create a third test teamsoon.
You need to define a strategy that provides separate test environments for each team with as little impact on the tests as possible.
What should you do? (To answer, move the three appropriate actions from the list of actions to the answer area and arrange them in the correct order.)



Answer:



Question: 55

Your development team reports that the operations team is not providing sufficient information for the development team to efficiently diagnose problems in production.
You need to identify standard data that the operations team should provide when they submit requests to the development team.
Which two standard artifacts should you include? (Each correct answer presents part of the solution. Choose two.)

A. Test impact analysis.
B. Event log information.
C. IntelliTrace configuration file.
D. Performance monitor configuration file.
E. Name of the application, server(s), and issue description.

Answer: B,E

Explanation:
Test Impact Analysis (TIA) helps in analysis of impact of development on existing tests.
http://msdn.microsoft.com/en-us/library/ff576128%28v=vs.100%29.aspx#intro
Event log information - EventLog lets you access or customize Windows 2000 event logs, which record information about important software or hardware events. Using EventLog, you can read from existing logs, write entries to logs, create or delete event sources, delete logs, and respond to log entries. You can also create new logs when creating an event source. IntelliTrace configuration file - I couldn't find such thing. Name of the application, server(s), and issue description seems the information a bug couldn't exist for a developer. Networking performance counters can be accessed and managed using the PerformanceCounter and related classes in the System.Diagnostics namespace. Networking performance counters can also be viewed with the Windows Performance Monitor console.

Question: 56

You have an ASP.MVC application running in production. The application is experiencing intermittent slowdowns and client disconnections on the application tier.
You need to provide detailed execution trace information to the development team.
How should you capture this information?

A. File a bug work item in TFS directly from production.
B. Open the production server event logs in Visual Studio 2012 and create a TFS bug work item from the relevant exception messages.
C. Install and run the IntelliTrace Data Collector on the production application server(s).
D. Install and run the IntelliSense Semantics Collector on the production application server(s).

Answer: C

Question: 57

Your company network includes Microsoft Visual Studio Team Foundation Server (TFS) 2012 and Microsoft System Center 2012.
You need to monitor your company's application infrastructure.
What should you configure?

A. Event Log data collector
B. Configuration Manager
C. Application Controller

D. IntelliSense collector
E. Operations Manager

Answer: E

Explanation:
Operations Manager is a component of Microsoft System Center 2012 that helps the organization monitor services, devices, and operations for multiple computers from a single console. This guide leads the reader through the process of planning the Operations Manager infrastructure by addressing the following fundamental decisions and tasks:
ullet Identifying which services, applications, and infrastructure need to be monitored.
ullet Determining the resources needed to employ Operations Manager to monitor the selected resources.
ullet Designing the components, layout, security, and connectivity of the Operations Manager infrastructure. See "Microsoft System Center 2012 - Operations Manager Guide"
http://technet.microsoft.com/en-us/library/cc507089.aspx
Configuration Manager provides key management capabilities around application delivery, desktop virtualization, device management, and security that make it possible to enable productivity amidst device proliferation – while also reducing costs.
Application Controller provides a unified console that helps you manage public clouds and private clouds, as well as cloud-based virtual machines and services.
There is no such thing as IntelliSense collector.

Question: 58

You manage a software development project that includes multiple feature teams. The teams integrate their code into a shared code repository as frequently as possible.
You plan to configure a build definition by using the default build process template (DefaultTemplate.xaml).
You need to know when a check-in from a feature team has broken the build or caused a test to fail, without impacting the feature team.
What should you do?

A. Set the Analyze Test Impact parameter to True in the build process template.
B. Set the build trigger to Continuous Integration and enable automated testing.
C. Add the Builds check-in policy to your team project.
D. Create a shelveset command for pending changes. Queue a build using the latest source with the shelveset parameter.

Answer: B

Question: 59

You manage a development team for a group of stakeholders that are physically remote from your development center. Stakeholders have blocked out dates and times on their schedules for your team.
The stakeholders are concerned that several of the project requirements will not meet their needs due to changing market conditions.
You need to ensure that the following requirements are met: s
Your team is doing effective and efficient work. The work is meeting the needs of the business. The project's timeline is not at risk.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

A. Institute a policy of sign-offs for each requirement and design document.

B. Develop a series of iterative proofs of concept that reflect a partial delivery of requirements and get feedback from the product owner.
C. Instruct the team to create a comprehensive set of design documents for each layer of the system. Schedule a review with the stakeholders to get their feedback.
D. Add a primary stakeholder to your team as the product owner.

Answer: B,D

Question: 60

Your company is considering adopting the family of Microsoft Visual Studio 2012 features.
You need to identify which out-of-the-box features you could use to create an end-to-end application lifecycle management (ALM) solution.
Which three features should you use? (Each correct answer presents part of the solution. Choose three.)

A. Time tracking and budget analysis
B. Manual testing
C. Unit testing and code coverage
D. Requirements management
E. Deployment to production

Answer: B,C,E

Explanation:
There is no Time tracking and budget analysis in TFS or VS, this is likely MS Project Feature. Requirements management is a TFS Feature. http://msdn.microsoft.com/enus/library/ms364062%28v=vs.80%29.aspx
I do see Manual testing, Unit testing and code coverage, and Deployment at VS2012 Feature comparisons page http://www.microsoft.com/visualstudio/eng/products/compare

Question: 61

As the manager of a mission-critical application development project, you oversee the technical delivery of a software application.
The project has not met any of its milestones, and there are early signs that what requested. Each iteration is taking approximately three weeks longer to finish than available is being produced is not what the stakeholders have was scheduled. No more resources will be made available.
You need to reduce the cycle time without impacting commitments.
Which two actions should you perform? (Each correct answer presents a complete solution. Choose two.)

A. Reduce (or remove) cycle requirements for quality assurance (QA) and user acceptance testing (UAT). Reorganize the project team to have all hands working on development tasks until the backlog has been caught up to schedule.
B. Analyze the complexity of the work in progress (WIP) and determine if there is any way to simplify the tasks.
C. Work with your technical leads to remove any features from the end product that, on paper, make up the difference in project delays. Then inform the stakeholders what you will patch in later.
D. Create a technical oversight committee that will meet and review all project work and identify areas for improvement for the next cycle.
E. Identify and remove wait times in the development cycle.

Answer: B,E

Question: 62

You are using the Microsoft Visual Studio Scrum 2.0 process template. You are a scrum master leading a scrum team.
Your team is new to Agile and Lean practices.
You need to ensure that your team communicates efficiently.
Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)

A. Utilize visual controls, such as task boards.
B. Co-locate team members.
C. Document the design of functionality you plan to build.
D. Hold a weekly conference call with the entire team to review the bug list.
E. Discuss issues through an email thread.
F. Conduct daily face-to-face stand-up meetings.

Answer: A,B,F

Question: 63

Your client is utilizing the Microsoft Visual Studio Scrum 2.0 process template.
Your client provides a set of acceptance tests for Product Backlog Items (PBI). The PBI work has been committed to in the upcoming sprint.
You need to ensure that the status of the acceptance tests can be reported from TFS.
What should you do?

A. Store the acceptance test as rows in a Microsoft Excel spreadsheet and attach the spreadsheet to the PBI work item.
B. Store the acceptance test as rows in a Microsoft Excel spreadsheet. Save the spreadsheet in the associated project portal site and link it to the PBI work items.
C. Create Test case work items. Link the test cases to the PBI work items by using a Tests link type.
D. Create Test case work items. Link the PBJ work items by using a Parent link type to the test cases.

Answer: C

Question: 64

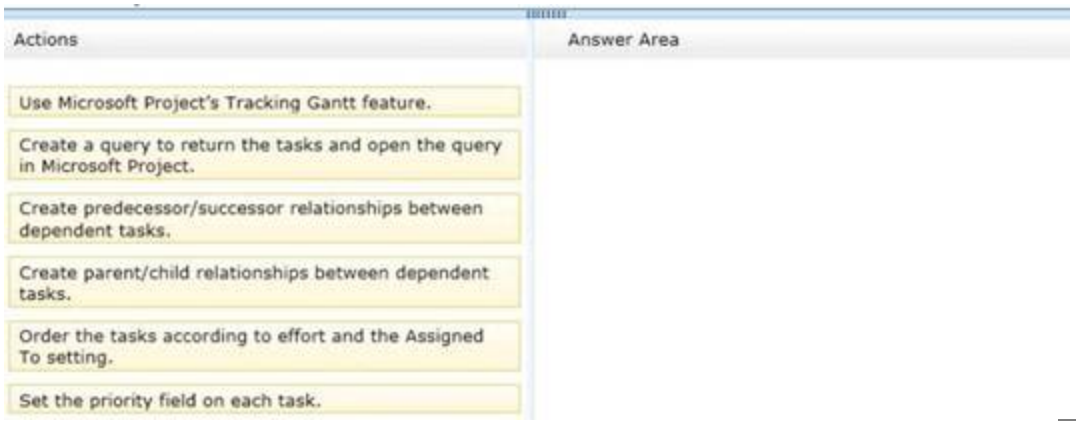
Your development team is using the Microsoft Solution Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0 process template.
The team has identified all of the acceptance criteria for a new application. This data currently resides in a series of spreadsheets.
You need to enter the criteria into TFS for team traceability and tracking.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

A. Create test case work items for each criterion in the spreadsheet. Link the test case work items with the work item(s) for the appropriate requirements.
B. Create Requirement work items.
C. Create a new task work item for each criterion in the spreadsheet. Set the Triage attribute for each task work item to Information Received.
D. Create a new quality of service test case work item for each criterion in the spreadsheet. Link the quality of service test case work items with the work item(s) for the appropriate requirements.

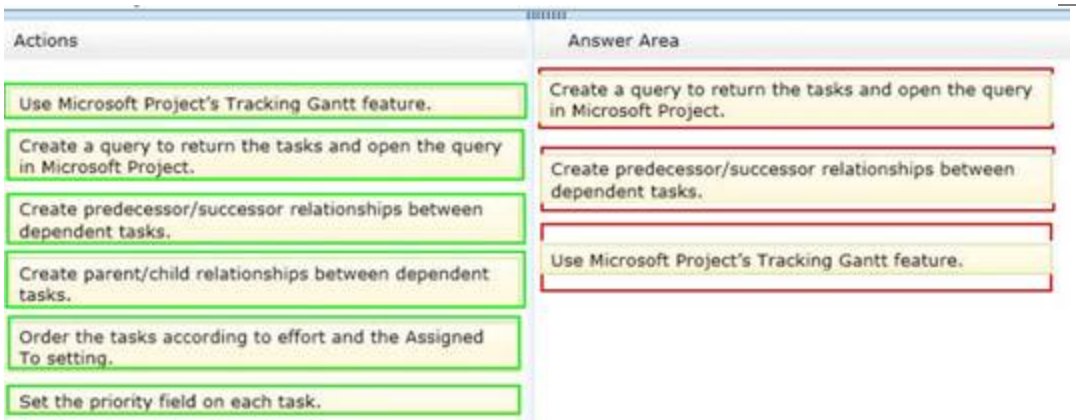
Answer: A,B

Question: 65

DRAG DROP
You have a list of tasks entered into Microsoft Visual Studio Team Foundation Server (TFS) 2012. Each task has an estimated effort and assigned to a team member.
You have limited resources available. Due to external requirements, the start date and end date of the current iteration are fixed. Several of the tasks have dependencies on one another.
You need to identify a critical path.
What should you do? (To answer, move the three appropriate actions from the list of actions to the answer area and arrange them in the correct order.)



Answer:



Question: 66

Your development team uses Scrum as its process framework and utilizes the Microsoft
Solution Framework (MSF) for Agile Software Development 6.0 process template. Your product owner requests making an internal system public. The request is top priority for the next sprint.
You need to determine if the team can commit to the request for the next sprint. What should you do?

A.
• Create user story work items for the request.
• Provide story point estimates for each user story.
B.
• Create user story work items for the request.
• Record hour estimates in each user story.

C.
• Create user story work items for the request.
• Create child task work items for each unit of work.
• Record hour estimates in each task.
D.
• Create product backlog item work items for the request.
• Create linked task work items for each unit of work.
• Provide hour estimates for each task.

Answer: C

Question: 67

Your development team is using the Microsoft Solution Framework (MSF) for Capability Maturity Model Integration (CM MI) Process Improvement 6.0 process template.
You identify the high business value requirements of a project.
You need to prioritize the requirements and ensure that the updates are reflected on the TFS reports.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

A. Set the Priority to 1 for each of the high-value requirements.
B. Use Microsoft Project.
C. Set the Stack Rank attribute to Top for each of the high-value requirements.
D. Use the Product Backlog feature.

Answer: A,D

Question: 68

You manage a geographically dispersed development team that uses the Microsoft Visual Studio Scrum 2.0 process template.
Each of the four locations has approximately six team members.
You need to optimize the team's performance to minimize the impact of the geographic dispersion.
What should you do?

A. Setup a persistent video conference feed between the locations.
B. Use a phone conference line for daily standups. Use a paper-based planning board and take snapshots of the board after daily standups.
C. Organize the teams into a scrum of scrums, in which each location has a standalone team. Work off of a single product backlog and meet regularly with the leads of each scrum team.
D. Use electronic planning and a shared source control repository so that all team members are using a single set of sources.

Answer: C

Question: 69

You are developing a release plan for a new project.
You need to create a risk management plan.
Which three activities or elements should you include in your plan? (Each correct answer presents a complete

solution. Choose three.)

A. Probability assessment
B. Assumptions
C. Resolution planning
D. Impact analysis
E. Resource planning
F. Constraints

Answer: A,C,D

Question: 70

Your development team uses the Microsoft Visual Studio Scrum 2.0 process template. You are the scrum master.
The product owner has created product backlog items and assigned them to a release.
You need to work with the development team to estimate when the release will be completed.
Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)

A. Review the sprint backlog.
B. Review the product backlog with the Forecast option set to on to determine if the release can be completed based on the team's velocity.
C. Have the team create tasks for each item in the product backlog and assign hour estimates to the task.
D. Review the sprint burndown chart.
E. Set each team member's per day capacity.
F. Establish a sprint duration and a sprint velocity. Create enough sprints to complete the release.
G. Estimate effort for each item in the product backlog.

Answer: B,F,G

Explanation:
By using the forecasting tool in Web Access, you can plan the number of Sprints it will take to complete a set of work. The forecasting tool is available only in the Product Backlog, not any of the Sprint Backlogs. Prior to being able to use the forecasting tool, your Product Backlog must have PBI and Bug work items already created with the effort specified. You can turn on forecasting by clicking the Off hyperlink next to Forecast on the right side of the backlog page. The first time you do this, Web Access prompts you for the Velocity. Using your Development Team's Velocity, Web Access will add a Forecast column and horizontal lines to the Product Backlog. In the Forecast column, it will display the Sprint that it predicts the PBI or Bug work item will be developed in.
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Question: 71

You manage a project for which the team has not delivered all of the story points committed to in a previous sprint.
You want to define the amount of work the team can commit to for the next sprint of the project.
What should you do?

A. Review the sprint burndown to define the amount of work.
B. Review the team velocity to define the amount of work
C. Allow the product owner to define the amount of work.
D. Review capacity of the team to define the amount of work.

Answer: B

Question: 72

You are assigned to manage a new development team that uses Microsoft Visual Studio Team Foundation Server (TFS) 2012 for application lifecycle management (ALM).
The development team works in a highly regulated environment.
You are required to:
Document and manage risks, Document and manage change requests, and Maintain a formal project issue log.
You need to select a development process for your team.
Which process template should you use?

A. Microsoft Solutions Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0
B. Microsoft Kanban 1.0
C. Microsoft Solutions Framework (MSF) for Agile Software Development 6.0
D. Microsoft Visual Studio Scrum 2.0

Answer: A

Question: 73

A development team in your company has been unsuccessful delivering software by its deadline. You join the team as its new scrum master.
The previous scrum master did not understand the importance of the length of a sprint.
You need to define how long the sprints should be.
Which two factors should you consider to determine sprint length? (Each correct answer presents part of the solution. Choose two.)

A. The iteration length should be long enough to ensure than no more than 20 percent of the total effort is spent performing deployment and administrative tasks.
B. The iteration length should be consistent.
C. The iteration length should be flexible.
D. The sprint length should be long enough to create a usable and potentially releasable product.
E. The iteration length should be longer than one month.

Answer: B,D

Explanation:
Sprint length I asked Ken Schwaber once how long a Sprint should be. His answer was, “As short as possible and no shorter.” Sprints of longer than four weeks (one month) have a smell—the smell of water falling. When a Sprint’s length is longer than a month, the definition of what is being built may change or complexity and risk may increase. By limiting the maximum length of a Sprint, at most one month of development effort would be wasted, rather than several months in a classic waterfall project. Conversely, Sprints with a length of less than one week are possible, but should be executed only by a high-performance Scrum Team. Even with very short Sprints, the overhead of the inner events must be factored in, leaving even less time for actual software development. Teams working in ”micro sprints” like these need to be on their A-game every day. Ideally, the length of the Sprint does not change. If it must, it can only change in between Sprints, as a result of a decision made collaboratively during the prior Sprint’s retrospective meeting. Any change to the length of a Sprint will cause disruption to the Development Team’s cadence. This will correct over time, as will its Velocity.
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Question: 74

You are using the Microsoft Solution Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0 process template.
A stakeholder has requested a change, but the change request has not received the attention that it requires.
You need to escalate the change request.
What should you do?

A.
• Create an impediment work item.
• Link the new impediment to the change request.
• Escalate the impediment to get the change request on track.
B.
• Create a bug work item.
• Link the new bug to the change request.
• Escalate the bug to get the change request on track.
C.
• Create an issue work item.
• Link the new issue to the change request.
• Escalate the issue to get the change request on track.
D.
• Create another change request work item.
• Link the new change request to the change request.
• Escalate the change request to get the change request on track.

Answer: D

Explanation:
If a change request does not receive the attention that it requires, escalate the matter by creating an issue work item. Link the new issue to the change request, and escalate the issue to get the change request impact assessment on track.
http://msdn.microsoft.com/en-us/library/ee461569.aspx

Question: 75

You are a scrum master.
You need to lead the daily scrum meeting.
Which three questions should you ask? (Each correct answer presents part of the solution. Choose three.)

A. What will be done before the next meeting?
B. What went well?
C. What has been accomplished since the last meeting?
D. Are there any potential improvements?
E. What obstacles are in the way?
F. Is the burndown up to date?

Answer: A,C,E

Explanation:

The most popular technique that Development Teams use during the Daily Scrum is to stand in a circle facing each other. Each developer, in turn, answers the following three questions:
What have I done since the last Scrum?
What will I do between now and the next Scrum?
What impediments are in my way?
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Question: 76

You are using the Microsoft Visual Studio Scrum 2.0 process template. You recently finished a sprint.
You need to conduct a retrospective meeting prior to planning the next sprint.
What should you do?

A. Analyze and revise the story points of the work items completed in the previous sprint.
B. Analyze the previous sprint to identify what the team is going to do differently during the next sprint.
C. Analyze items in the product backlog for the next sprint.
D. Determine which items have been finished on the previous sprint.

Answer: C

Question: 77

You are part of a scrum team that needs to identify user stories to complete in the next sprint.
What should the scrum master do?

A. Have the product owner decide which user stories to complete within the sprint.
B. Order the user stories by their story points. Select the top stories based on the team's velocity.
C. Have the team decide which user stories to complete within the sprint.
D. The scrum master should decide which user stories to complete within the sprint.

Answer: C

Question: 78

You are planning to develop a new application. You need to ensure that the code is easy to test and obtain high code coverage. What should you do?

A. Create as many static methods as possible.
B. Create a fake for each class that you are testing.
C. Ensure that concrete classes depend only on other concrete classes.
D. Ensure that each class has only one responsibility.

Answer: D

Question: 79

Your team uses Microsoft Visual Studio Team Foundation Server (TFS) as their application lifecycle management solution.
The team is developing a mission-critical internal web application. The data service and user interface are on different

servers. The web application includes a Windows client The internal IT group uses packaged software to distribute software to internal clients. File shares are used for staging. The file shares are titled \\deploy\staging\myapp. and they contain the install packages.
The team needs to deploy updates on a quarterly basis. The team also needs to keep copies of the deployed software in the team's environment and to use TFS Release Management.
You need to create a process that deploys the Windows client to the staging area.
What should you do?

A. Create a custom action to deploy your msi file, and use one-click deployment.
B. Create a Release Template, and add the step Copy file or Folder in the Staging tab. Set the Destination to \\deploy\staging\myapp.
C. Create a Release Template, and add the Windows OS task of moving a file. Set the staging area as the place to move the msi file.
D. Create a custom action that connects to the internal third-party deployment api, and add it to the Release Template.

Answer: B

Question: 80

You are the lead software solution designer for Contoso, Ltd. You build and test software by using Microsoft Visual Studio Premium.
The company is undertaking a new software project that you will design and manage. Senior management wants stakeholders to be able to provide continuous feedback on frequent builds.
Your team uses two-week iterations and wants to view a backlog of all functionality and bugs together.
You need to implement a process template for the project. You want to achieve this goal by using minimal effort.
Which process template should you use?

A. a Scrum template
B. a CMMI template
C. your own custom template
D. an Agile template

Answer: A

Explanation:
Ref: http://msdn.microsoft.com/en-us/library/jj920147.aspx

Question: 81

DRAG DROP
You are on the development team of your company's newly-formed Scrum team.
At the start of your first sprint, your Scrum Master tells you that you are required to participate in the Daily Scrum or Stand-up. You need to attend this meeting and give feedback to three important questions. Which three questions should you answer in sequence? To answer, move the appropriate questions from the list in the answer area and arrange them in the correct order.

Answer:

Question: 82

You are using the Microsoft Visual Studio Scrum process template. You recently finished a sprint.
You need to conduct a retrospective meeting prior to planning the next sprint.
What should you do?

A. Analyze items in the product backlog for the next sprint.
B. Analyze the previous sprint to identify what the team is going to do differently during the next sprint
C. Analyze and revise the story points of the work items completed in the previous sprint.
D. Determine which items have been finished on the previous sprint.

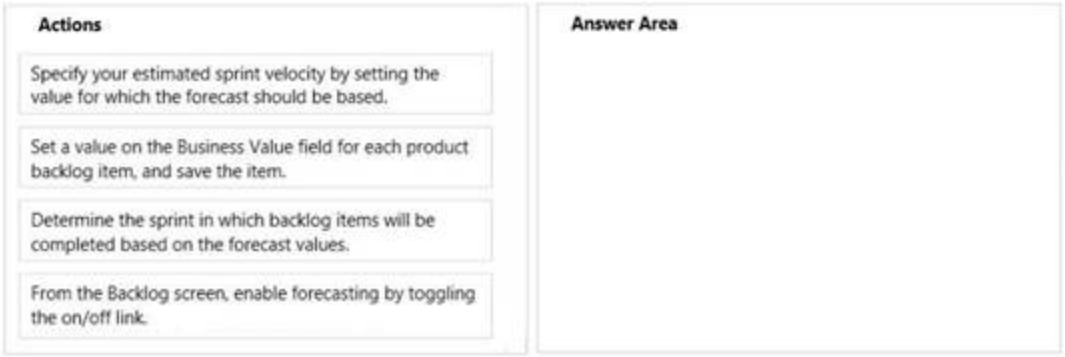
Answer: B

Explanation:
The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint.The purpose of the Sprint Retrospective is to:• Inspect how the last Sprint went with regards to people, relationships, process, and tools;• Identify and order the major items that went well and potential improvements; and,• Create a plan for implementing improvements to the way the Scrum Team does its work. Sprint Retrospectives are used by teams to deliberately improve. Effective Sprint Retrospectives are an important ingredient in helping good teams become great and great teams sustain themselves.
Ref: http://msdn.microsoft.com/en-us/library/jj620912.aspx

Question: 83

DRAG DROP
Your team uses Microsoft Visual Studio Team Foundation Server (TFS) to manage the software development process. You are using the Microsoft Visual Studio Scrum process template on your TFS Team Project.

Your product owner adds new product backlog items to your backlog.
You need to estimate how many sprints are necessary to complete the work in your backlog.
You have set a value for the Effort field for each product backlog item found in your backlog as a first step.
Which three actions should you perform in sequence? To answer, move the appropriate actions from the list of actions to the answer area and arrange them in the correct order.



Answer:

Question: 84

Your development team uses Scrum as its process framework.
You are attempting to increase efficiency, code quality, and limit scope creep by making some changes to your team's development process.
You need to identify key metrics for measuring the effect of any changes to your process.
Which three key metrics should you use? Each correct answer presents part of the solution.

A. number of story points delivered during the sprint
B. number of manual test cases created
C. number of bugs reported by testers
D. number of tasks added to the sprint after the sprint starts
E. number of classes in the code-base
F. number of items added to the product backlog

Answer: A,C,D

Question: 85

Your team uses Microsoft Visual Studio Team Foundation Server (TFS) to manage the software development process.
You use the Microsoft Visual Studio Scrum 2013 process template on your TFS Team Project.
You work with the product owner to define and prioritize the Product Backlog.
Due to new business regulations, a group of product backlog items need to be implemented sooner than initially

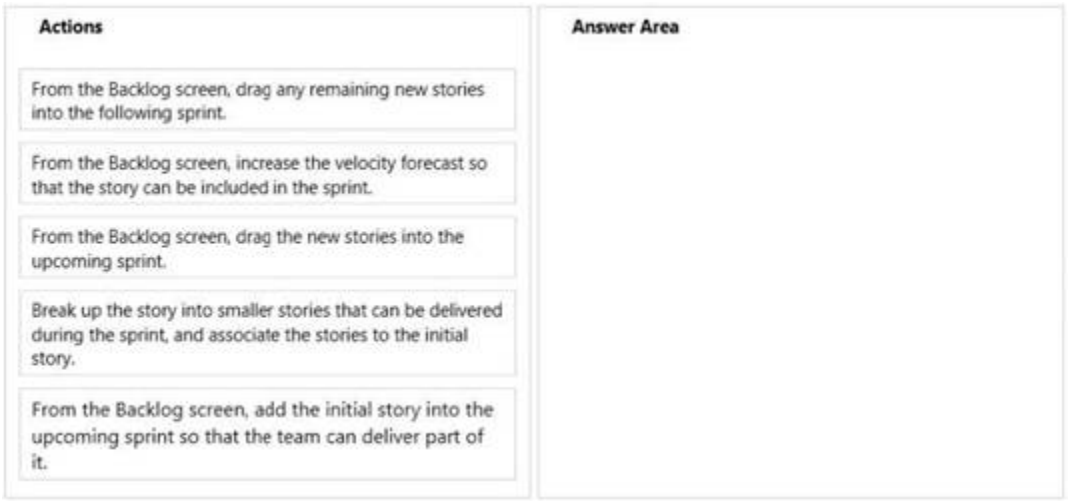
planned. You need to raise the business value of the affected product backlog items. Which two actions should you perform? Each correct answer presents a complete solution.

A. Edit the Product Backlog Item work item by changing the resolution to a higher value.
B. Select the Product Backlog Item, and drag it towards the top of the backlog.
C. Adjust the business value on the Product Backlog Item.
D. Edit the Product Backlog Item work item by changing the priority to a higher value.
E. Select the Product Backlog Item, and drag it towards the bottom of the backlog.

Answer: A,C

Question: 86

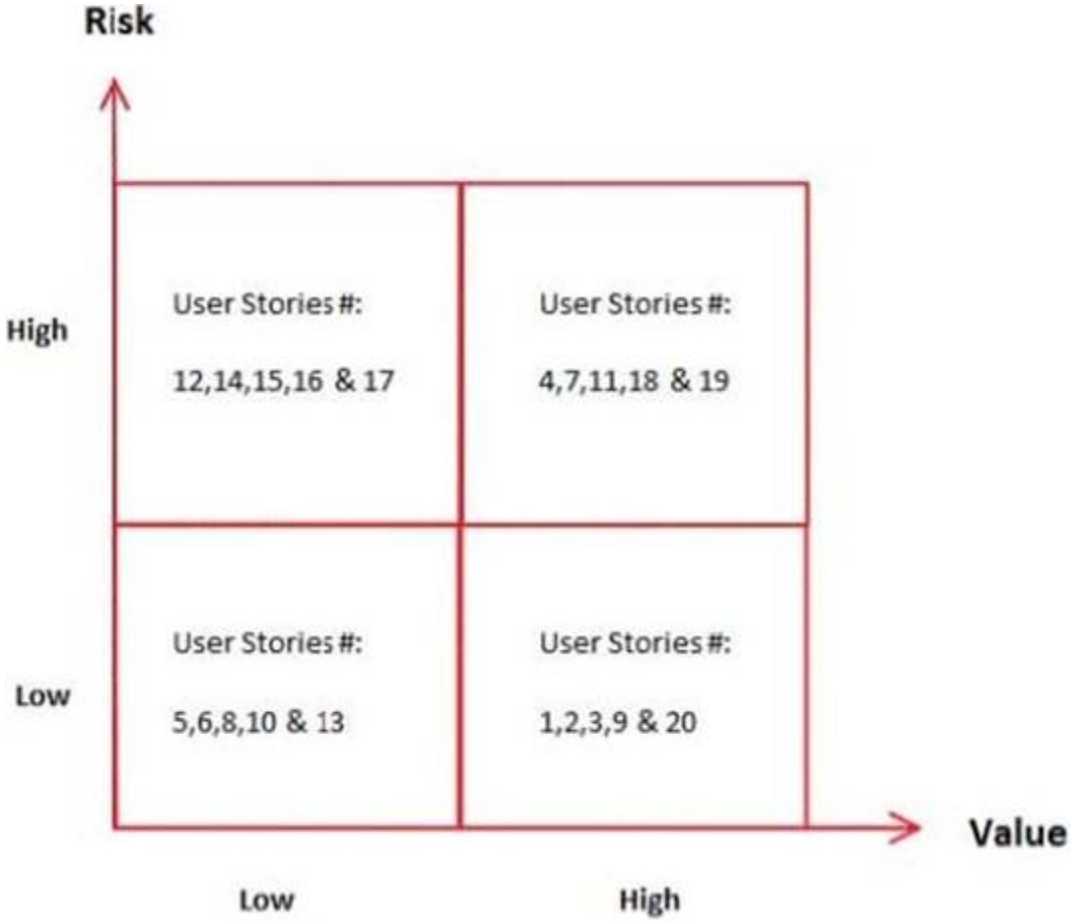
DRAG DROP
Your team uses Microsoft Visual Studio Team Foundation Server (TFS) to manage the software development process. You use the Microsoft Visual Studio Scrum process template on your TFS Team Project.
You review your backlog before your sprint planning meeting and realize that one of your stories scheduled for the sprint is larger than your forecasted velocity.
You need to ensure that your backlog is ready for sprint planning.
Which three actions should you perform in sequence? To answer, move the appropriate actions from the list of actions to the answer area and arrange them in the correct order.



Answer:

Question: 87
HOTSPOT

Your Scrum team is planning a release and wants to prioritize user stories based on value and risk.
The stories are grouped according to the ratio of value to risk, as shown in the following image. Effort is the same for all user stories.



The product owner on your team wants to ensure a higher return on investment based on today's prioritization activity. You need to prioritize these user stories into four sprints for this release. Use the drop-down menus to select the answer choice that answers each question.

Answer Area

Which user stories should you include in Sprint 1? [ ]

Which user stories should you include in Sprint 4? [ ]

Answer Area

Answer:

Answer Area

Question: 88

You are the lead software developer for your company. You are using Microsoft Visual Studio 2012 and Test Driven Development to create a new commercial software product. Management asks you to define unit testing standards that all developers will follow. You need to design the first unit test for a new class. What should you design the first unit test to do initially?

A. test a range of values
B. test exceptional cases
C. pass the base case
D. fail the base case

Answer: D

Explanation:
You create the first test to fail the base case. Then based on the results of the failure, you implement the code to achieve a pass.
Ref: http://blog.cellenza.com/alm-2/visual-studio/tutorial-test-driven-development-withvisual-studio-2012/

Question: 89

You are a lead developer for your company. You are responsible for a managed application with an existing codebase. Customers report that the software is unstable. Management wants you to lead an effort to add unit testing to the application.

You need to identify the part of the application that will benefit most from adding unit tests. The goal is to achieve better software quality for the most users.
Which section of code should you target? More than one answer choice may achieve the goal. Select the BEST answer.

A. code that has remained unchanged for years
B. code that is complicated but rarely executed
C. code that was recently added to the project
D. code to which many bug reports have been traced

Answer: D

Question: 90

Your team uses Microsoft Visual Studio Team Foundation Server {TFS) to manage your software projects. The operations team uses System Center Operations Manager (SCOM) and configures synchronization with TFS by using TFS Work Item Synchronization Management Pack.
You need to send information about production errors, including IntelliTrace information from System Center, to the software development team.
What are two possible ways to achieve this goal? Each correct answer presents a complete solution.

A. Assign an existing Application Error from System Center to the development team by using the TFS connector and opening an error alert. Select the Assign to Engineering option from the Alert Status menu.
B. From System Center, select an existing alert, and enable full IntelliTrace collection by using the tasks panel. Once the IntelliTrace file is associated to the alert select the Assign to Engineering option from the Alert Status menu.
C. From the TFS Administration Console, select the Import IntelliTrace files menu, and associate the IntelliTrace file to a new work item.
D. From System Center, select an existing alert, and enable the full IntelliTrace collection by using the tasks panel. Once the IntelliTrace file is associated to the alert, create a new work item in TFS, and add a link to the new System Center alert.

Answer: B,D

Question: 91

You are the application architect on your team. You have a straightforward architecture consisting of an ASP.NET MVC Web Application that depends on a Class Library, which contains the Business Logic. The Business Logic uses another Class Library that contains the Data Access code.
No code in the UI should ever use the Data Access library directly.
You need to enforce this architectural requirement.
Which Visual Studio tool should you use?

A. Layer Diagram
B. Directed Graph Document
C. Dependency Graph
D. UML Component Diagram

Answer: A

Explanation:
Ref: http://msdn.microsoft.com/en-us/library/dd409462.aspx

Question: 92
HOTSPOT

You are the lead tester for Contoso, Ltd. The company is using Microsoft Visual Studio to develop a new software product.
Management wants to test the product as it is developed. Some components that require testing have dependencies that are not yet built or are otherwise unavailable.
You need to test the components.
In the table below, identify where only a shim or a stub can be used in the situation. Make only one selection in each column.

Answer Area

Testing situation	Shim	Stub
a call that uses defined interface to reach an external service	○	○
a call to an internal type	○	○
a call to a private method.	○	○

Answer:

Answer Area

Testing situation	Shim	Stub
a call that uses defined interface to reach an external service	○	○
a call to an internal type	○	○
a call to a private method.	○	○

Question: 93

You are a developer. Your company has a Microsoft Visual Studio Team Foundation Server (TFS) installation for a project. The TFS installation uses the Microsoft Solutions Framework (MSF) for Agile Software Development project template. The developers have standard Contributor permissions, and the Scrum Master has Project Administrator permissions.

The project development team performs time of regression testing of all stories at the end of each release. Defects are linked to the corresponding story. The team wants to view all completed user stories for release 1 with related open defects. This query needs to appear on the home page of the web portal.

You need to create a query that includes the user story title, defect title, and the status of the defect.

Which two actions should you perform? Each correct answer presents part of the solution.

A. Using the Query editor, create a new Flat query named Rl Open Defects. Set Work Item Type to Defect, and set the State filter to <> Done.

B. Using the Query editor, create a new direct links query named Rl Open Defects that links user stories by using the iteration filter Under, Release 1, and related Bugs. Filter the bugs by by State < > Done.

C. Have the Scrum master right-click the query Rl Open Defects, and select add to team favorites.

D. As a developer, from the Query menu, right-click the query Rl Open Defects, and select add to team favorites.

Answer: B,C

Question: 94

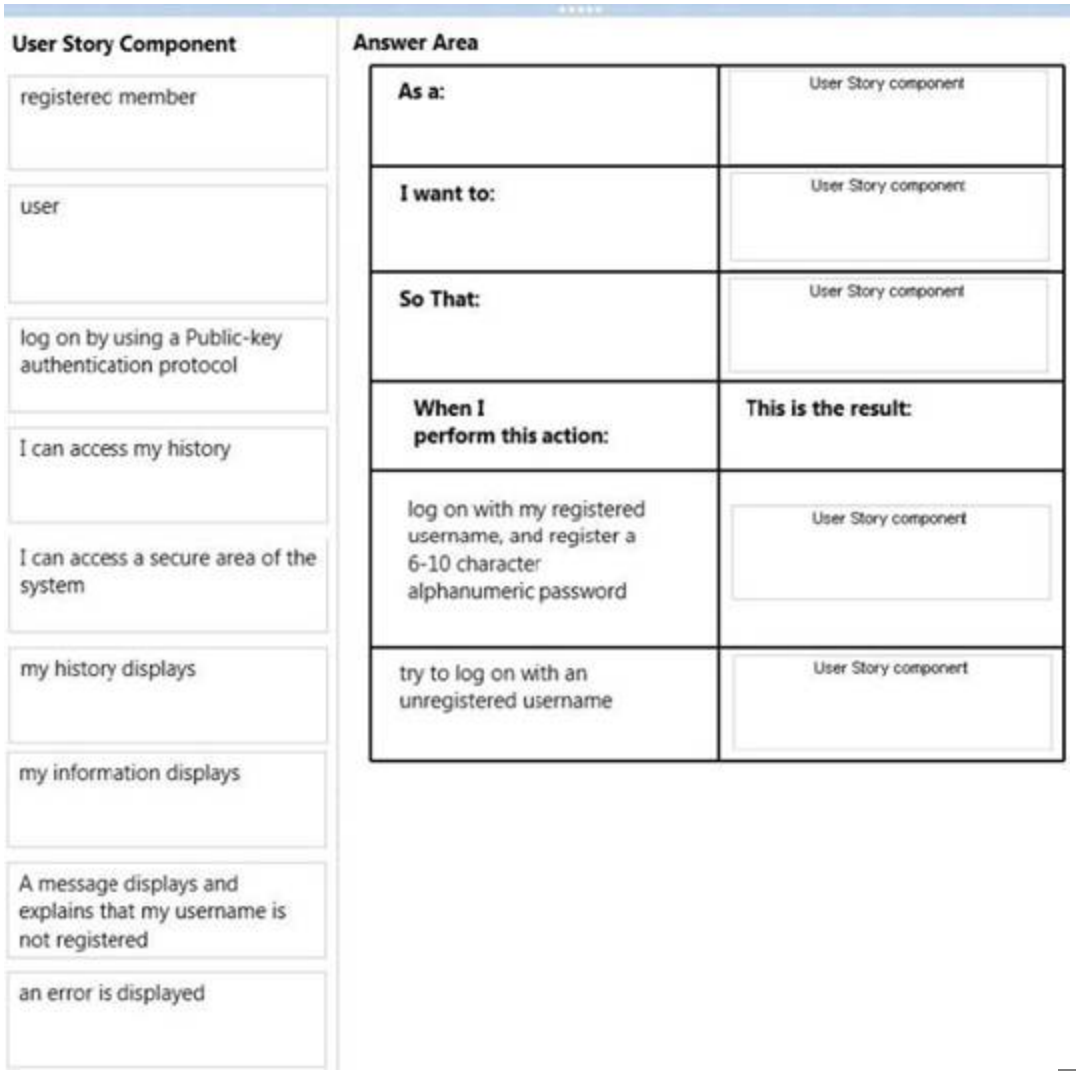
You are an automation engineer for your company. Your Scrum team is defining processes for how your team should deliver products for product owner approval. Your development team is deciding what the definition of done should be. You need to contribute a test suite that will confirm each user story's level of done. Which test should you perform?

A. Integration
B. Security
C. Performance
D. System

Answer: D

Question: 95

DRAG DROP
You are a developer for Contoso, Ltd. The product owner sends an email with a list of requirements that need to be built out for your company's social media product.
You plan to use the list of requirements to create the Product Backlog. The development team will break these features into user stories.
You need to create a user story from a user's perspective in which the user accesses the contact history. Additionally, you need to document the action the user wants to take and the benefit the user will receive from that action.
Complete the user story. To answer, drag the appropriate component of the user story to the correct target. Each component of the user story may be used once, more than once, or not at all. You may need to drag the split bar between panes or scroll to view content.



Answer:

User Story Component

- registerec member
- user
- log on by using a Public-key authentication protocol
- I can access my history
- I can access a secure area of the system
- my history displays
- my information displays
- A message displays and explains that my username is not registered
- an error is displayed

Answer Area

As a:	registered member
I want to:	log on by using a Public-key authentication protocol
So That:	I can access my history
When I perform this action:	**This is the result:**
log on with my registered username, and register a 6-10 character alphanumeric password	my history displays
try to log on with an unregistered username	A message displays and explains that my username is not registered