Study Guide

Intro to Project Management

1. In the lifecycle of a product creation, this is the stage where a prototype is built to verify that the planned build is complete. This is also where testing occurs	**EXECUTION**
2. This area of attention defines the work to be done, including "how much work"? The components of this document will include all quality and cost expectations.	**SCOPE**
3. The value of a product or service delivery should be defined in business terms and always from the perspective of the receiving customer.	**TRUE**
4. This tool helps project managers to identify and deal with all stakeholders. Each stakeholder is assigned a designation to identify their level of involvement in the project.	**RACI MATRIX/MODEL**
5. This type of service provider has multiple customers which could exist as either internal or external entities.	**EXTERNAL SERVICE PROVIDER**
6. This entity "consumes" whatever has been produced for their use.	**USER**
7. This GROUP includes all interested parties. It identifies those who are affected, and also those who are involved.	**STAKEHOLDERS**
8. This event is an occurrence that is always negative. When dealing with this event, organizations will often try to resolve it with a "workaround".	**ISSUE**
9. This is an uncertain event or set of circumstances that, should it occur, will affect the achievement of objectives. It is measured by a perceived probability of occurrence and magnitude of impact.	**RISK**
10. In the lifecycle of product creation, this is the stage where markets are identified, size of market is verified, and customer's willingness/ability to pay is understood.	**PLANNING**
11. In the concept of value, Customers determine value based on business outcomes. What specific attributes are used to determine their perspective of value?	**CIRCUMSTANCES, NEEDS/WANTS, PERCEPTIONS**
12. In this life cycle stage of product/service delivery, an architectural blueprint or schematic is created to identify which components will be used and how those components will fit together.	**EXECUTION**
13. In the life cycle of product creation, this is the stage where the final product/service is made available for the customers use.	**OPERATIONS**
14. This document identifies and controls all project activities from beginning to the implementation.	**PROJECT SCHEDULE**
15. This term identifies something that we must decide how to deal with or avoid. The occurrence could be a positive event or a negative event.	**RISK**
16. This must either improve the customer's performance or minimize or remove a constraint that the customer has to deal with. It does not have to do both. Which attribute of Value is this question describing? Choose 2 below	**UTILITY, FIT FOR PURPOSE**
17. This is a plan for lessening the probability of occurrence. This plan is documented in the Risk Register.	**MITIGATION STRATEGY**
18. Delivery of VALUE is an important topic in project management. Value is defined as: "the monetary worth of something", but that definition is often incomplete. When an individual or business customer evaluates the value of something, identify the elements that are actually the basis of a value definition.	**CIRCUMSTANCES, NEEDS, WANTS, PERCEPTION**

Software Development Lifecycle

1.	Which one of the following is not a stage of the SDLC?	**PROBLEM IDENTIFICATION**
2.	Which testing type looks to understand how a new service will react when introduced into a live environment, and also how the environment could be affected by that introduction?	**COMPATIBILITY TESTING**
3.	Enhancements, upgrades, and bug fixes are done during the _____ step in SDLC.	**MAINTENANCE**
4.	This term is best identified as "how well the software meets the requirements".	**SOFTWARE QUALITY**
5.	Actual programming of software code is done during the _____ step in the SDLC.	**DEVELOPMENT**
6.	This type of design lists the functional aspects of various modules and the final result.	**HIGH LEVEL DESIGN**
7.	Which stage of the SDLC model is where an architectural blueprint is created?	**DESIGN**
8.	Without design phase, SDLC is complete…	**FALSE**
9.	What does "SDLC" stand for?	**SOFTWARE DEVELOPMENT LIFE CYCLE**
10.	Which of the following is not a stage of the SDLC?	**ENVIRONMENT SETUP**

Software Testing Lifecycle

1.	This document allows the project manager to determine from where a requirement originated.	**REQUIREMENTS TRACEABILITY MATRIX**
2.	According to the STLC, what are possible deliverables of the Requirements Analysis?	**RTM, AUTOMATION FEASIBILITY REPORT**
3.	This STLC stage is where Requirements Traceability Matrix is created.	**REQUIREMENTS ANALYSIS**
4.	The Exit Criteria gives the prerequisite items that must be completed by the time testing begins.	**FALSE**

Intro Agile Manifesto

1.	What is an assertion of the Agile manifesto?	**WE VALUE WORKING SOFTWARE OVER COMPREHENSIVE DOCUMENTATION**
2.	Which statement is correct as an assertion of the Agile manifesto?	**WE VALUE WORKING SOFTWARE OVER COMPREHENSIVE DOCUMETATION**
3.	What are some problems with the Waterfall Methodology?	• **Requirements may change during development, which affects deadlines and may require for phases to be repeated.** • **Because the phases are sequential, any delays in one phase will slow down the entire development process.**

Scrum Artifacts

1. A customer requested that as part of the teams' Definition of Done, the development team include a report summarizing functionality added and defects found and fixed for MVPs created during a Sprint. The team agreed that this would help to enhance customer participation by encouraging customer feedback during the Sprint Review. Who would be best positioned to prepare this type of report?	**THE SCRUM MASTER AND THE DEVELOPMENT TEAM**
2. This term identifies the historical **measure of the amount of work a Team can tackle during a single Sprint and is the key metric in Scrum.** It is calculated at the end of the Sprint by summing up the Points for all fully completed User Stories.	**VELOCITY**
3. Who is responsible for upkeeping the Product Backlog?	**THE PRODUCT OWNER**
4. Who is responsible for upkeeping the Sprint Backlog?	**THE DEVELOPMENT TEAM**
5. In a Scrum project, when would a requirement get added to the Product backlog?	**WHEN THE CUSTOMER REQUESTS A NEW REQUIREMENT**
6. A team selects a Product Backlog Item (PBI) for the Sprint Backlog. What must a team do to finish the Product Backlog Item it selects?	**AS MUCH AS IS REQUIRED TO SATISFY THE DEFINITION OF "DONE"**
7. What information is documented in the Sprint Backlog?	**A DETAILED LIST OF PBI'S TO BE COMPLETED DURING A SPRINT**

Scrum Roles

1. This role makes its own decisions about how work will be performed. They consistently assess their workflow to determine how it could be made more efficient. The team is graded based on the amount and quality of the work that is produced over time. They are responsible for each other and become almost as close as family.	**SCRUM TEAM**
2. You are the Product Owner on a Scrum Team and are currently mid-Sprint. Which of the following is NOT one of your responsibilities?	**MAKING SURE THE DAILY SCRUMS (STAND-UP MEETINGS) ARE OCCURRING ON TIME EVERY DAY**
3. When assembling a Scrum development team, the Scrum master looks to pull together all the necessary skills to competently tackle the project. This would include, Test Engineer, Architects, Developers, Analyst, User Interface Designers, DBAs, and more. What is the term that identifies the types of skills needed to have a complete set of needed abilities?	**T-SHAPED SKILLS**
4. A Team is transitioning into Scrum. They already had a role called Project Coordinator, who facilitates interactions, removes roadblocks, and acts as the process coach of the Team. What should this role be called after the transition?	**SCRUM MASTER**
5. In the Scrum Framework, a team will normally be composed of approximately ___ people.	**7**
6. This role is responsible for accurately calculating the team's velocity. They provide this velocity measure to the team at each sprint planning session to help the team accurately predict how much work can be chosen from the product backlog.	**SCRUM MASTER**
7. This role is held accountable by the customer if the business requirements are not fulfilled by the final delivered solution.	**PRODUCT OWNER**
8. Scrums "focus on people" attempts to empower team members to produce high quality output. This empowerment grants authority and responsibility to specific team members regarding the quality and quantity of work produced. Who is ultimately accountable for the overall success or failure of a Scrum project?	**THE DEVELOPMENT TEAM**
9. This role is a protector of the team members. It looks to help team members by removing obstacles that stand in the way of productivity.	**SCRUM MASTER**
10. Of the choices below, which one is the responsibility of the Scrum Master?	**COACHING THE DEVELOPMENT TEAM IN SELF-ORGANIZATION AND CROSS-FUNCTIONALITY**
11. A Development Team in Scrum can consist of: ….	**ALL OF THE ABOVE**
12. A Sprint just concluded, and it was a disaster. None of the planned stories were completed and the review had to be cancelled. Senior management wants to establish accountability for this. Who is ultimately accountable for the success or failure of a Scrum project?	**THE PRODUCT OWNER**
13. A team has nine members spread over two locations across two time zones. One of the locations has six team members and the other team has three. Where should a Scrum Master be located?	**THE SCRUM MASTER IS LOCATED WITH ONE OF THE TEAMS**
14. A scrum development team consist of members performing different roles. Which answer below identifies the correct roles being performed by the development team?	**TEST ENGINEERS, ARCHITECTS, DEVELOPERS, ANALYST**
15. Which of the following is NOT one of the three basic Scrum roles?	**SPONSOR**

Scrum Rituals

1.	The Product Owner tells and explains about the most prioritized product backlog items, the development team asks questions about unclear points and every developer makes an estimation for the explained item. These are done during:	**SPRINT PLANNING**
2.	This sprint ritual is limited to a maximum timeframe of 15 minutes per occurrence. The team uses this time to determine their immediate plan of attack for the next component of work.	**DAILY STANDUP**
3.	Which Scrum ritual is meant to look back and improve upon the finished Sprint?	**SPRINT RETROSPECTIVE**
4.	Which of the following is NOT true about Daily Scrums?	**THIS IS THE TIME FOR DISCUSSING DETAILED, 1-ON-1 MATTERS**
5.	Which of the following is NOT a reason to have a Sprint Review?	**TO REFLECT ON PROBLEMS WHICH HAVE OCCURRED DURING THE SPRINT**
6.	The Scrum Master is responsible for ensuring that the Daily Standup norms are followed by all attendees. The Product Owner asked to attend so that he/she can be more aware of the team's progress and issues. What should be the norm for this situation?	**ALLOW THE PRODUCT OWNER TO ATTEND, BUT IN "LISTEN ONLY" MODE**
7.	Which of the following scenarios best describes the importance of Transparency on a Scrum Team?	**THE SCRUM TEAM GOES OVER THEIR TASKS ON A DAILY BASIS TO MAKE SURE THAT EVERYONE IS ON THE SAME PAGE**
8.	During the Sprint Planning meeting, an item in the Product Backlog is not clear to the Development Team. Who must clarify the requirements of the Product Backlog item?	**PRODUCT OWNER**
9.	Inputs to this sprint ritual include: 1) a reviewed definition of done. 2) the current product backlog. 3) retrospective commitments. 4) understanding of past velocity and current capacity.	**SPRINT PLANNING**
10.	This scrum ritual is limited to a maximum 4-hour duration. The development team uses this ritual to collect understanding about the acceptance of their current deliverables and be able to integrate suggestions into the upcoming deliverables.	**SPRINT REVIEW**
11.	This is defined as a "time box" during which work (including coding) is to be performed. Each "time box" ends with the presentation of an "increment" or Minimum Viable Product.	**SPRINT**
12.	Who is present during a Sprint Review Meeting?	**THE DEVELOPMENT TEAM, SCRUM MASTER, PRODUCT OWNER, STAKEHOLDERS**
13.	This Scrum ritual is performed at the beginning of each sprint. Activities that occur during this ritual include estimation and creation of a sprint backlog.	**SPRINT PLANNING**
14.	Items in the Product Backlog have been prioritized so that the most important items are located at the top of the listing. Clear understanding of any unclear points regarding any Product Backlog item is the responsibility of the Product Owner. In which ritual are these items chosen to be included in the committed work of the current sprint?	**SPRINT PLANNING**
15.	Which of the following is NOT true about Daily Scrums?	**THIS IS THE TIME FOR DISCUSSING DETAILED, 1-ON-1 MATTERS**
16.	Which of the following is NOT something you update your team with during Standup Meetings/Daily Scrum...	**GOING INTO DETAIL ABOUT YOUR TEST SCRIPT STEPS**
17.	Every single Sprint ends with publicly deploying the new feature that has been completed during the Sprint.	**FALSE**

18.	The calculation of this metric is determined based upon how many and which resources are available at a given time.	**CAPACITY**
19.	Which is the best definition of a Sprint?	**ONE ITERATION IN THE SCRUM METHODOLOGY**
20.	Which Scrum ritual is meant to look back and improve upon the finished Sprint?	**SPRINT RETROSPECTIVE**
21.	During Sprint Planning, the team defines the goal to accomplish by the end of the current sprint. They also choose several items from the Product Backlog to include in the Sprint Backlog. The intention is that all chosen items will be completed by agreement. Two days after the start of the one-month sprint, a key team member fell ill and was away for 2 days. By the end of the sprint, the team had failed to accomplish all the items from the Sprint Backlog. What is the most likely reason that the team did not meet the Sprint objectives?	**THE TEAM DID NOT PLAN THE SPRINT EFFECTIVELY**
22.	Determining this metric is performed by the Scrum Master. This metric allows the team to understand the overall speed being achieved	**TEAM VELOCITY**
23.	Why does the Daily Scrum need to be held at the same location and time?	**THE CONSTANT TIME AND PLACE IS BEST FOR CONTINUITY OF THE SCRUM FRAMEWORK**
24.	The _____ is a time-box of one month or less in which work (coding) is to be done.	**SPRINT**
25.	In this scrum ritual, the Scrum Team plays planning poker to understand the size of user stories. This activity allows them to control the amount of work committed to for the upcoming sprint.	**ESTIMATION**
26.	Which of the following is NOT something you update your team with during Standup Meetings/Daily Scrum...	**GOING INTO DETAIL ABOUT YOUR TEST SCRIPT STEPS**
27.	Which of the following is NOT a Scrum Event?......	**FEATURE PUBLISHING**