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Explanations

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1. A team is going through a retrospective meeting. They discussed potential improvements for the next iteration. The Scrum master noted 15 improvement related action items that the team wanted to work on. What should be done next?

○ The team should ask the manager for their feedback

○ The Product Owner should be asked for backlog items for the next iteration

○ The team should start fixing the bugs found in the previous iteration

○ The team should identify the top priority action items and focus on improving those in the next iteration

Explanations:

The correct option is D.The retrospective is a meeting for the team and feedback should come from the team (not the manager - A or the product owner - B). The retrospective is a meeting to discuss lessons learned, not to start working on pending items. Ideally the team should identify the top few actions and focus on addressing those, rather than take on too many and lose focus. It is a best practice to prioritize even improvement actions and implement them in the 'Agile way'.

2. Which of the following best describes the purpose of a retrospective meeting?

○ To help the customers understand how the team works

○ To help managers determine whom to reward and whom to penalize

○ To help Product Owner prioritize items for the next iteration

○ To help the team 'inspect and adapt'

Explanations:

The correct option is D.The retrospective does not typically involve the customer - A. It is not a mechanism for assessing individual performance - B. It is also not a planning or prioritization meeting as far as requirements are concerned - C. It provides the team an opportunity to review its own functioning and adapt

behavior to become more effective and efficient.

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3. A user story is?

○ A story that illustrates the profile of a typical end-user

○ A day in the life of a user of the system

○ A small, granular unit of work that results in added value to the customer

○ The collection of all the requirements that the customer wants in a Scrum project

Explanations:

The correct option is C.A user story represents a customer requirement - something that adds value to the customer. It is small and granular - not a big narrative about the users

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4. A team looked at a user story to be worked during the upcoming iteration. They decided to break it up further for better granularity and tracking. What might be the output of such division?

○ Child stories or tasks

○ Epics

○ Modules

○ Sprints

Explanations:

The correct option is A.Epics (is actually a collection of stories woven around a theme. Module (is a unit within the system, not related to a story. Sprint (is a time-box within which the work required for accomplishing the Sprint backlog is carried out. A story could be further sub-divided into child stories (if the parent story is too large) or into tasks that are needed to fulfill the requirements of the story.

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5. Which of the following best describes the factors governing the priority of a story?

○ Stakeholder's wishes

○ RoI and risk

○ Number of customers requesting it

○ Size estimate given by the team

Explanations:

The correct option is B. Higher the RoI from a story, the higher would be its priority. Similarly higher risk items should have a higher. Stakeholder's perceptions may play a role, but it is always better to have a dispassionate view based on these parameters. The size estimate given by the team may play a role in determining the RoI, but by itself is not sufficient to determine priority. The Product owner typically determines priorities - it is not a majority wins exercise (number of requesters).

6. Which of the following is a correct statement regarding Backlog?

○ Backlog represents the things a team was supposed to complete, but it did not

○ Backlog is a collection of items that a team might do to add value to the customer

○ Backlog represents the extent to which a team is behind schedule

○ Release backlog is a subset of the iteration backlog

Explanations:

The correct option is B.Backlog represents all the different things that a team might do for the customer to add value (which are not yet already done). It does not indicate whether or not a team is lagging behind schedule. An iteration backlog is a subset of the release backlog (not the other way around).

7. A team is discussing the stories with the product owner, discussing possible approaches to implement the stories and noting some initial estimates for the work involved. What activity is the team performing?

○ Story mapping

○ Brainstorming

○ Backlog grooming

○ Iteration planning

Explanations:

The correct option is C.Backlog grooming is the activity where the team and the product owner provide some attention to the requirements (stories). Requirements are discussed, some approaches are discussed, some estimation is arrived at and the team gets more clarity about a requirement.

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8. During an iteration planning session, three team members could not agree on the estimate for a story after several rounds. One of them is the Product owner, who is most aware about the business impact. Another one is the lead for the development team, who has worked on several similar stories in the past. Another one is a junior team member, who has been assigned to work on the story. Whose estimate should be used during Sprint planning?

○ Junior team member

○ Development lead

○ Product owner

○ Average of their estimates should be used

Explanations:

The correct option is A. A product owner should not ideally participate in the estimation - the estimates have to come from the team. An expert's (lead) opinion is valuable and must be considered, but in the event of a disagreement, the estimate of the person who is going to do the actual work should be respected

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9. What is meant by 'Ideal Days'?

○ The lowest possible time it would take to implement something - assuming everything goes well

○ The amount of time it would take for the best developer to complete a story

○ The goal for a story or a project that is set by the management

○   The amount of time it would take to complete a story, assuming normal distractions

Explanations:

The correct option is D.Ideal days captures the amount of effort required to complete a story in 'normal circumstances', i.e. allowing for a certain expected level of distraction (e.g. 5 out of 8 hours of actual work). The conversion from ideal to actual days is determined by the amount of distraction to be accounted for, the level of experience of the developer, etc.

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10. Which of the following estimation techniques is normally NOT used in Agile?

○   Planning poker

○   Affinity estimating

○   Expert judgment

○   Bottom-up estimation

Explanations:

The correct option is D. Agile methodologies usually rely on top-down, analogous estimation techniques. Accordingly A, B, C are commonly employed in Agile methodologies. Detailed or bottom-up estimation (breaking up into smaller activities and rolling up the estimates) is typically not used in Agile.

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11. Which of the following best describes the technique of 'Test-Driven-Development'?

○   Developers decide what to test in a product

○   Test cases are reviewed by Developers

○   Development stops until all bugs found by testers are fixed

○   Tests are written before development, code is written to pass the tests

Explanations:

The correct option is D. TDD refers to a way of working where tests are written before a single line of code is written. The developers then work to write code that passes the test. Testers and developers have to work

written. The developers then work to write code that passes the test. Testers and developers have to work hand-in-hand to develop a common understanding and then the tests drive the code.

---

12. Which of the following is a core practice in Crystal Agile methodologies?

○ Pair programming

○ Working on one feature at a time

○ Four phases of software development - Inception, Elaboration, Construction and Transition

○ Osmotic communication

Explanations:

The correct option is D.Alistair Cockburn propagated the Crystal family of methodologies. The 3 fundamental (core) practices are small teams, frequent delivery and osmotic communication.

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13. As a Scrum master of a team, you observe that during the daily Scrum, two team members start discussing technical details. What should you do?

○ Let the discussion continue as long as it adds value

○ Time-box the conversation and suggest the team members continue it offline after the meeting

○ Invite participation from the others

○ Provide your opinion on the matter

Explanations:

The correct option is B.The time of the entire team cannot be spent on discussing the technical issue, even if it is very important. For the daily scrum to be effective, the Scrum Master must focus attention to the core agenda and time-box any side conversations. The side conversations can always be conducted later (outside of the daily Scrum).

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14. As a manager of the testers on an Agile team, you are wondering what metric should be used to measure the performance of the team. Which of the following is the BEST metric to

use?

○ Number of defects found and removed during the iteration

○ Number of tests written per story

○ Number of tests automated

○ Depends upon the team and the project

Explanations:

The correct option is D.Metrics have to be targeted to achieve the 'right behavior' within the team. Therefore the performance measures also need to be customized to the particular situation that the team is in.

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15. Which statement below is NOT a valid Agile principle?

○ Deliver software frequently from a couple of weeks to a couple of months

○ Simplicity - the art of maximizing the work done is essential

○ Welcome changing requirements - even late in the cycle

○ Best requirements, architecture and design comes from self-managed teams

Explanations:

The correct option is B.The Agile principle about Simplicity says 'Simplicity - the art of maximizing the work NOT done - is essential'. It is about keeping the solutions simple, not trying to over-engineer or deliver more than what the customer requires. Therefore B is not a correct statement about Agile principles.

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16. What is a 'sand-box'?

○ A machine where all the team member's work is stored

○ A box for storing the project's archives

○ Requirements that the Product owner is thinking about but has not yet entered in the backlog

○ A working copy of the software that the team can experiment with

Explanations:

The correct option is D. A sand-box is an environment that people can play with, can be broken down and re-created with relative ease. Such an environment is very helpful for the team as they are working on the implementation of new requirements.

17. During an iteration demo, the Product owner rejects the implementation of a story even after the testers have completed and passed all the tests. The product owner maintains that the story is not developed as specified. Which of the following is the LEAST likely cause of this situation?

○ The Product Owner was not available during the Sprint to validate the team's understanding

○ The acceptance criteria were not laid down explicitly in the story

○ The team's 'definition of done' did not include validation by the product owner, hence they did not pay attention to it

○ The story was developed by inexperienced developers who did not check with others

Explanations:

The correct option is C.A, B and D are all likely reasons for the non-acceptance of a story. Near releasable quality and Product owner acceptance of a story at the end of every iteration is absolutely essential, and it is therefore very unlikely that a 'definition of done' would not include this criterion.

18. Other things being constant, what kind of workspace would you want to create for your Agile team?

○ Open workspaces

○ Closed workspaces

○ Workspaces with provision for privacy and individual thinking

○ Distributed teams that can 'follow the sun'

Explanations:

The correct option is A.An Agile workspace should be designed in such a way as to facilitate open communication between the team members. Ideally team members should be within earshot and in sight of each other as far as possible.

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19. You are working on a large project, that will be executed using Agile methodologies. How would you determine the team size for this project?

○ It should be as small as possible, even if this means increasing the amount of time taken to deliver

○ Keep a small, but experienced team and try to maximize their output

○ Ensure the team is sized correctly for the tasks required

○ Have a large team, providing for buffers

Explanations:

The correct option is C.While it is true that Agile prefers smaller teams, the team size ought to be determined by the complexity and nature of the project. A larger project can be handled by multiple Agile teams working in parallel. Some methodologies like FDD can actually scale up to as high as 250 people.

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20. Which of the following characteristics is MOST important for an Agile team?

○ They should be able to create and manage their own work schedule

○ They should be able to plan the project

○ They should be flexible and adaptable

○ They should be able to work on multiple tasks at a time

Explanations:

The correct option is C.Inspect and adopt is a core principle of Agile. Agile teams work on small chunks of work, where scheduling and planning is simplified to a significant extent. All other skills can be honed and developed over a period of time, provided the team is willing to look back and learn from its own experiences

21. Agile leadership is an important factor in the success of Agile teams. Which of the following is a correct statement about leadership in Agile teams?

○ Leader manages the team and the team manages the project

○ Leader manages the project and the project plan governs the team

○ Team manages the leader and the leader manages the project

○ Team manages the project and the leader follows the plan

Explanations:

The correct option is A. A good Agile leader should let the team self-manage, within a certain set of core principles. Hence it is the team which manages the project.

22. As a Scrum Master, how would you ensure that the goals agreed upon during a retrospective would be met?

○ Identify small goals

○ Scrum master tracks the goals

○ Assign owners to each goal

○ Help the team prioritize the goals and make sure they are clear to all

Explanations:

The correct option is D.The Scrum Master should not have to track the goals (the team should do it on its own). The goals identified need not always be small (that would be restricting the team from bringing about improvements that it wants to make). Assigning owners is a good idea, but the team should self-assign owners, the Scrum Master shouldn't have to do it. So the Scrum master essentially should be helping the team achieving a prioritized list of improvements and getting clarity about what is intended.

23. One of the core practices of Extreme programming is continuous refactoring. Which of the following is the intent of re factoring?

following is the intent of re-factoring?

○ Make the code maintainable

○ Make the code readable

○ Make the code perform better

○ All of the above

Explanations:

The correct option is D.Re-factoring is improving the code without changing the input and output signatures. The goals for re-factoring could be manifold, including simplicity/readability, improving performance, maintainability, etc.

24. During a release planning discussion, the Product Owner asked the team to be cognizant of the opportunity of cost of picking any epic for working in the release. What is opportunity cost?

○ The cost of implementing the work required to realize an opportunity

○ What you give up by not pursuing an opportunity

○ The cost of evaluating opportunity

○ The cost incurred when an opportunity is lost

Explanations:

The correct option is B.Opportunity cost is what you give up while choosing to pursue one among several options.

25. Why should the team be interested in pursuing an incremental approach to delivering features?

○ Incremental delivery provides early value to the customer, and reduces the risk of delivering something the customer does not want

○ Incremental delivery allows you to bunch features, so that customer feels he has got something substantial

○ Incremental delivery eliminates the possibility of change requests

○ Incremental delivery simplifies work for the team

Explanations:

The correct option is A.Reading all the statements carefully, B is not correct because incremental delivery is actually about not bunching deliveries, but un-bundling them and making frequent deliveries. C is not correct because change requests are not prevented by incremental delivery (you actually become more receptive to change). D is not correct, because incremental delivery is actually hard to do from a team perspective because of all the overheads it entails. A is correct, as it states the value that incremental delivery brings to the team and the customer.

26. The genesis of the term 'User Story' can be found in?

○ Scrum

○ Extreme Programming

○ Rational Unified Process

○ Crystal

Explanations:

The correct option is B. Although user story as a unit of requirements is used in many Agile methodologies, it originally manifested itself in Extreme programming.

27. All projects done by a team are affected by a risk due to weak estimation and scheduling practices. Will moving to Agile help address this risk?

○ Yes, because the plan would be reviewed at the end of each release in the release retrospective

○ Yes, because the plan would be reviewed at the end of every iteration

○ No, because Agile teams are cross-functional and this would cause more confusion in planning

⊙   No, because Agile requires continuous re-factoring which would add to the estimates

Explanations:

The correct option is B.The plan for Agile projects is reviewed at the end of every iteration, hence A is not correct. By having frequent check points (at the end of each iteration) that allows the team to inspect and adapt - the team may overcome some of the issues and eventually get better at planning

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28. A team is using Kanban techniques to manage its work. If productivity is reduced at a particular step, what would be the result?

◯ Increase in the amount of work-in-progress

◯ Decrease in the amount of work-in-progress

◯ Frequent changes in work-in-progress limits

◯ It is not possible to predict from the given data

Explanations:

The correct option is A.An increase in the amount of work-in-progress (work that is started but not yet complete) would result if there is a bottleneck created in the system due to reduced productivity

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29. In Agile estimation techniques, the size of a user story is usually measured by story points. What would be the measure used for the size of a task?

◯ Task points

◯ Function points

◯ Hours

◯ Story boards

Explanations:

The correct option is C.Tasks are usually estimated in terms of hours taken to complete. There is no such thing as task points. Function points are calculated for entire projects and story boards have nothing to do

with estimates.

30. A team has decided to migrate to the Agile way of working and is wondering where to start. Which practice would you start right away while migrating to Agile?

○ Stand-up meetings

○ Iteration demo

○ Affinity estimations

○ Virtual teams

Explanations:

The correct option is A. A stand-up meeting is something the team can start immediately. In fact, many teams which don't even follow Agile find this practice useful, because it immediately instills a team feeling and establishes a steady rhythm to the work. Iteration demo would require that the team first get into the habit of planning and executing iterations. Affinity estimation requires user stories to be written first. Whether a team is virtual or co-located is a broader decision that may or may not be related to the methodology they use.

31. The three alliterated terms which encapsulate the characteristics of a good user story are:

○ Card, Conversation, Confirmation

○ Decide, Design, Develop

○ Add, Agree, Accept

○ Collaborate, Communicate, Co-locate

Explanations:

The correct option is A.The three alliterated components of a user story are Card, Conversation and Confirmation

32. There are some stakeholders of high visibility project. It is important to keep them in the

loop and have their buy-in. Which is the bests forum to provide them insight into the project?

○ Iteration Planning

○ Daily Standup

○ Iteration Review

○ Iteration Retrospective

Explanations:

The correct option is C.The team demonstrates the new functionality during the Iteration review. This is the most appropriate forum for the team to invite stakeholders to give them information and get their feedback. The other forums are internal and may not be appropriate for external stakeholders.

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33. Lean is based upon some basic principles. Which of the following is not a fundamental tenet of Lean?

○ Eliminate waste

○ Amplify learning

○ Decide as early as possible

○ Deliver as fast as possible

Explanations:

The correct option is C.Lean actually advocates deciding as late as possible (i.e. taking a lot of time to weigh the possible alternatives and detailed planning) hence C is an incorrect statement.

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34. Though it is self-managed, an Agile team needs to keep in mind some basic principles to guide its behavior. Which of the following is MOST important for the team?

○ Conforming to a plan

○ Negotiate the contracts

○ Enforce team discipline

○ Adapt to change

Explanations:

The correct option is D.An Agile team should be adept at adapting to change, in keeping with the Agile manifesto's guidelines. Conforming to a plan is not a fundamental value in Agile, nor is contract negotiation or team discipline.

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35. How long should a Sprint planning meeting normally take, if the duration of the Sprint is 2 weeks?

○ 1 hour

○ Half hour

○ Four hours

○ Fifteen minutes or less

Explanations:

The correct option is C.The ideal amount of time for Sprint planning is 1-2 hours per week of iteration duration. For a two week Sprint, this translates to 2-4 hours. C is the only option available within this range.

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36. A Product manager needs to find out who is working a specific task. There is some important information related to that task that the Product manager needs to give. How can the Product Manager get this information?

○ She needs to attend the daily Standup meeting

○ In the Iteration backlog

○ In the Product backlog

○ In the log book of the team

Explanations:

The correct option is B.During the Iteration planning session, the iteration backlog will be created and will contain information such as break-down of stories into tasks, assignment of tasks to team members, etc.

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37. You are the leader of an Agile team and are looking at the charts that track the velocity of the team. Which of the following is the BEST goal to set for the team?

○ The goal should be to have a velocity greater than the industry average

○ The velocity should improve 10% improvement over each iteration

○ There is no need to track the velocity as the team is self-managed

○ The velocity should be consistent

Explanations:

The correct option is D.The velocity of a team is an important metric because it indicates the normal rate at which the team completes stories. It is certainly an important piece of information for a team. It is not advisable to compare the velocity across teams, because each team will have a different definition for the story points and the circumstances of each team are different. It is also not reasonable to expect a continuous improvement in velocity. Being predictable (consistent) about the rate of deliveries is probably the best goal to have.

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38. A team member wants to discuss a suggestion about the development processes of the team for efficiency gains. Which is the best forum to talk about this?

○ Daily Standup

○ Ad-hoc meeting

○ Iteration Review

○ Iteration Retrospective

Explanations:

The correct option is D.The iteration retrospective is the forum which provides an opportunity to adapt the

procedures; hence it is the most appropriate forum to discuss this.

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39. In Extreme programming, the best way is for the customer to:

○ Go Onsite (with the team)

○ Appoint a Product Owner

○ Participate in code reviews at random

○ Participate in the daily standup meetings

Explanations:

The correct option is A.Onsite customer is one of the fundamental XP premises. XP does not really have a Product Owner role. The customer is not really expected to attend all the meetings or do code reviews. Rather, they are supposed to work on requirements in conjunction with the others in the customer organization, come up with different user personas, answer questions from the team, provide instant feedback if required on UI designs, etc.

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40. In a Scrum team, who is responsible for ensuring compliance with the Scrum practices?

○ The team

○ The Scrum Master

○ The Manager

○ The Agile coach

Explanations:

The correct option is B.The Scrum Master is supposed to be the team's GURU in Scrum. He keeps the team honest in terms of following the practices in the right spirit.

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41. A SPIKE is undertaken in which phase of an Agile project?

○ Planning

○ Analysis

○ Design

○ Testing

Explanations:

The correct option is C. SPIKE is an activity that helps during design and development in gaining a quick understanding about a technology by doing some small, targeted experimentation.

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42. During a Daily stand-up meeting, a team member brought up a suggestion to improve communication across organizational boundaries. The Scrum master should suggest that it should be discussed at which forum?

○ Immediately after the daily standup meeting

○ The Release retrospective

○ The Sprint retrospective

○ The monthly status meeting

Explanations:

The correct option is B.Improvements that require cross-organizational involvement should be left for the release retrospective, because typically it requires more effort and communication. The daily scrum is not a forum for discussing such changes and there is no such forum as a monthly meeting.

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43. As a leader of an Agile team, you were asked to foster diversity on the team. What should be your stand?

○ You have to comply, because it is a government mandate

○ You refuse because Agile works best in homogeneous teams with high level of trust

○ You refuse because it is impossible for diverse teams to gel together

○ You comply, because diverse teams are more likely to innovate by thinking in different ways

Explanations:

The correct option is D.The main benefit of Diversity in a team is the diverse perspectives it brings to the table, which can lead to innovation. It may even be a mandate, but D better articulates the justification. B and C are incorrect statements.

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44. Scope, Cost and Time represent the triple constraints on a project. How do these normally interact on an Agile project?

○ Scope and Time are fixed; Cost and size of the team is flexible

○ Time and Resources are fixed; Scope is flexible.

○ Cost and Scope are fixed; Time is flexible.

○ Triple constraint is a waterfall concept - not applicable to Agile projects.

Explanations:

The correct option is B. Agile projects usually operate within specific time-boxes and pre-assigned teams. The scope - broken down into small increments of epics and stories, is left flexible. You basically work on the Scope in the order of priority.

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45. 1. As an engineering best practice, what would be the BEST policy governing code check-ins?

○ Developers check-in code every day at a fixed time

○ Developers can check-in at any time but are responsible to make sure their changes compile and pass unit tests.

○ Developers cannot check-in code till the end of the iteration or when all features are complete.

○ Code is first submitted to the release manager, who approves check-ins

Explanations:

The correct option is B. Continuous integration is one of the practices of Agile. This means code is checked in regularly - as soon as a developer is finished. It is also incumbent on the developer to make sure that the check-ins do not break the build and pass all the required tests.

46. A new project manager for an Agile project is looking for a high level description of the scope of an Agile project can be found out in which document?

○ The Project Charter

○ The Work Breakdown Structure

○ The User Stories

○ The Epics

Explanations:

The correct option is A.The key word in the question is 'High level description'. This can be found in the charter. The user stories and epics contain some of the requirement - not the entire scope.

47. A team is embarking on a release planning exercise. Which of the following is a required output of a Release planning exercise?

○ A release backlog with estimates

○ Stories tentatively allocated to iterations

○ An initial list of risks and open issues

○ All of the above

Explanations:

The correct option is D.A, B and C are all outputs of the release planning process.

48. A project manager is looking to find out the rate at which stories are getting completed on a long running project. Which of the following charts will show this information?

a long running project. Which of the following charts will show this information?

○ Iteration burn-down chart

○ A Progress chart

○ Cumulative flow diagram

○ A Kanban board

Explanations:

The correct option is C.The Cumulative flow diagram shows the progress of stories planned for a release through initial definition to completion. It gives a complete picture of progress in a release. The iteration burn-down chart pertains to a specific iteration and deals with the task level. A progress chart is also typically for a given iteration, whereas a Kanban board gives a picture as on a given point in time of the stories being worked on.

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49. The phases in the Agile project management framework are?

○ Envision, Speculate, Explore, Adapt, Close

○ Plan, Do, Check, Act, Re-plan

○ Concept, Design, Construct, Transition

○ Requirements, Design, Code, Test

Explanations:

The correct option is A.Agile framework talks about the project phases as Envision (developing a high level vision), Speculate (work through various options and come up with a tentative work plan), Explore (plough through the backlog and deliver the functionalities), Adapt (incorporate feedback as we move along) and Close.

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50. For the last three iterations, a team completed the development tasks for the planned stories, but the testing was lagging behind. What is the best thing you can do?

○ Add more testers to the team

○ Encourage the team to be more cross-functional

○ Reduce the developers on the team

○ Plan for testing to lag development by one iteration

Explanations:

The correct option is B.We must make sure that the team is doing everything it can to help remove the bottlenecks and help each other out. The team should collectively deliver the near releasable product at the end of the release - if necessary by helping each other out, and clearly that does not seem to be happening. Options A, C and D are all trying to mask or work around the problem, whereas the issue needs to be addressed directly.

51. 1. Which of the following is a NOT good scale to use for estimation in Agile?

○ 1, 2, 4, 8, 12

○ 1, 3, 5, 7, 9

○ 1, 2, 3, 5, 8

○ All of the above

Explanations:

The correct option is B. It is good to have a 'non-linear' scale for estimating sizes, because it help the estimators to come to an agreement faster in relative terms. Of the given series, B represents a linear scale, where it would be difficult to agree (for instance) between 7 and 9, etc.

52. Which of the following is an INCORRECT statement about Story Points?

○ Story points relies on analogous estimation

○ Story points measures the size and complexity of a story

○ Story points is a pure measure of size

○ Story points can be easily compared across teams

Explanations:

The correct option is D.D is the incorrect statement. Teams may use different benchmarks for comparison and hence their story point sizes may differ. Ideally story points and any derived metrics should not be compared across teams.

---

53. Which of the following BEST describes the constraints within the 'Agile triangle'?

○ Scope, Cost, Time

○ Value, Quality and Constraints

○ Schedule, Requirements, Testing

○ Assumptions, Constraints, Risks

Explanations:

The correct option is A.Agile projects deal with the basic triangle of Value, Quality and Constraints. Scope, Cost and Time represent the constraints.

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54. A team is encouraged to do 'value-based prioritization'. What does the term 'Value' mean?

○ It compares the amount of functionality delivered to cost of delivering it

○ Price that customers will pay for a feature in the system

○ Delivering maximum stories with the smallest possible team

○ Providing the same amount of functionality with fewer defects

Explanations:

The correct option is A.Value is best measured by the Return-on-Investment, i.e. the benefit gained as compared to the cost of delivering something. The objective of an Agile team should be to drive maximum value for the customer.

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55. The team is working on a project based on a Fixed price contract and is using Agile methodologies. Midway through the project, the customer requested for a change. What should you do?

○ Inform the customer that no changes are allowed on Fixed price contract

○ Agile is about 'customer collaboration over contract negotiation' - hence we accept the change

○ Find the best way to accommodate the change

○ Defer the decision to the management of the organization

Explanations:

The correct option is C.If the customer requires a change, there is no point in telling him it is not possible. One should try to work out a way in which it can be delivered. Deferring to management may be a tempting option, but before doing so, it seems that the team would have to do some homework in compiling the relevant information. There are many ways a change can be accommodated by an Agile team. For example, the team can always substitute a feature with another as long as the team has not started working on it. On the other hand, if a feature is already delivered or being worked on, then it cannot be changed unless the customer agrees to extend the contract. So it does require the team to explore the options available.

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56. 1. In an Agile team, the developers are complaining that testers are not completing their work on time, leading to the team missing its commitments in the iteration. The testers complain that developers are delaying deliverables into test, which is causing this problem. What is the level of conflict in the team?

○ Level-1

○ Level-2

○ Level-3

○ Level-4

Explanations:

The correct option is C.In the hierarchy of conflicts, Level-1 means the team discovers a problem; Level-2 means disagreement comes to the fore; Level-3 means disagreement degenerates to contest (generalizations, formation of groups); Level-4 means crusade (open warfare between groups); Level-5 means World war (all hell breaks loose). It is clear from the description that the team is at Level-3.

57. One of the important attributes of leadership of Agile teams is 'servant leadership'. What is NOT implied by Servant leadership?

○ Helping team members grow in their careers

○ The manager puts the team's needs ahead of everything else

○ Succession planning - developing future servant leaders

○ The manager takes instructions from the team and not the other way around

Explanations:

The correct option is D.Servant leadership does NOT mean manager takes instructions from the team. All the other statements are valid components of servant leadership.

58. Many of the Agile rituals help in risk management. Which of the following does NOT contribute to risk management?

○ Daily Scrum

○ Sprint Retrospective

○ Sprint Review and feedback

○ None of the above

Explanations:

The correct option is D.Risk management is an inherent feature of Agile. Risk management takes place through various forums. The Daily stand-up provides a platform to observe the progress of the team and any blocking issues they bring up. The retrospective gives an idea about the process related risks, and gives an opportunity to address them. The Sprint review gathers stakeholder's feedback about the work done by the team. The nature of the feedback is a good indicator about scope, schedule or quality related risks. Therefore, all these forums are valuable forums for risk management.

59. Which of the following is NOT one of the five identified core risk areas for all projects?

○ Intrinsic schedule flaw

○ Personnel loss

○ Abusive customer

○ Scope creep

Explanations:

The correct option is C.The five identified core risk areas for a project are: Intrinsic schedule flaw, Specification breakdown, Scope creep, Personnel loss and Productivity variation.

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60. Which of the following is NOT one of the advantages of pair programming?

○ Team members get more freedom to think independently

○ Collective code ownership

○ Online review

○ Reduction in overall development time

Explanations:

The correct option is A.Pair programming is a practice within XP, where two programmers work together on a task. It helps collective code ownership because each line of code is known to at least two programmers. It helps get an online review and results in cleaner code that will more likely work first time. This leads to reduction in the overall time. It may or may not lead to independent thinking - indeed one of the risks in Pair programming is that one of the members of the pair may end up listening to and merely following the instructions of the other.

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