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1. On an uncertainty space diagram, if you have low means uncertainty, what does that indicate?

1 / 1 point

- You don't know how you are going to build your product.
- You know how you are going to build your product
- You don't know what product you are going to build
- You know what product you are going to build

 **Correct**

Correct answer. If you have low means uncertainty, that means that you know how you are going to build your product.

2. On an uncertainty space diagram, what does the navigation path depict?

1 / 1 point

- The level of means and ends uncertainty at specific points in time for a project.
- A trail of the resolved uncertainties as the project progresses.
- The critical path from the beginning to the end of the project.
- The optimal path to go from high uncertainty to low uncertainty.

 **Correct**

Correct answer.

3. On an uncertainty space diagram, from high means and high ends uncertainty, a waterfall process would tend to navigate toward which way initially?

1 / 1 point

- high means uncertainty and low ends uncertainty
- high means uncertainty and high ends uncertainty
- low means uncertainty and low ends uncertainty
- low means uncertainty and high ends uncertainty

 **Correct**

Correct answer. The waterfall process focuses on forming the requirements upfront, with design and implementation to come later, which is initially toward high means uncertainty and low ends uncertainty.

4. For a software product, what is an effective initial basis to form a work breakdown structure for its implementation?

1 / 1 point

- Break down the product into its constituent parts.
- Consult the roles of the development team.
- Use the activities in the phases of a software process.
- Determine a key task and connect other tasks to it.

 **Correct**

Correct answer. Forming the work breakdown structure can start by breaking down the product into parts, based on the requirements, then determining what work is needed for each part.

5. What would be a useful way to determine the specific project risks for a software product?

1 / 1 point

- Refer to a book on management anti-patterns to collect people risks.
- Consult an article on project failures to gather common risks.
- Form a work breakdown structure, and discuss the potential risks for each work product with the developers.
- For a risk, consider its likelihood and impact.

 **Correct**

Correct answer. Determining the needed parts or activities and discussing issues that could arise is a useful way to discover specific risks.

- b.** A software product team is applying Scrum, and is breaking down the work for a user story into required developer tasks. They have identified an implementation task to write the source code. To meet a typical definition of "done" for this user story, which other tasks should be identified?

1 / 1 point

- Test the code, document the code, accept the code.
- Write the code, commit the code, integrate the code, test the code.
- Write/run unit tests, integrate the code, review the code, write documentation, write/run acceptance tests.
- Write unit tests, write documentation, write acceptance tests

 **Correct**

Correct answer.

- 7.** A software team is breaking down the work for a user story into required developer tasks. They have identified a task to add a section to the user manual for the feature. They also have a task to spellcheck the new section. Would this be appropriate?

1 / 1 point

- No, because no one reads user manuals.
- Yes, because having a separate task for spellchecking ensures it is not missed.
- No, because spellchecking is too small a task and should be merged with the other.
- Yes, because user manuals are useful to have.

 **Correct**

Correct. Spellchecking is too small a task to require management.

- 8.** A development team thinks that it should take them four months to complete everything that the client has asked for. The client wants it delivered in two months, on New Years Day. The development team and client determine that they will complete half of the requested requirements. Which of these is the commitment?

1 / 1 point

- two months
- half the requirements
- New Year's Day
- four months

 **Correct**

Correct answer. The commitment would be the requirements that the development team and client agreed to.

- 9.** What are story points?

1 / 1 point

- An estimate on the relative business value of a user story.
- An estimate on the effort to implement a user story in hours.
- A numeric estimate on the relative effort to complete a user story.
- A numeric estimate on the size of a user story based on the number of developer tasks.

 **Correct**

Correct answer. Story points are a numeric estimate on the relative effort to complete a user story.

- 10.** What are the consequences of having an inflated story point estimate for a user story?

1 / 1 point

- When the story is completed, the points received to compute the velocity could mislead about higher productivity.
- The user story is an epic, and should be divided into smaller stories.
- An estimate should always be inflated, to accommodate for optimism.
- The development team is gold plating the product.

 **Correct**

Correct answer.

- 11.** How do you calculate the actual velocity of a team for a sprint?

1 / 1 point

- Take the total number of story points of the user stories completed within the sprint.
- Take the number of user stories completed within the sprint.
- Take the number of tasks that developers completed within the sprint.
- Take the total task hours for the tasks that developers completed within the sprint.

 **Correct**

Correct answer.

12. A development team calculates their velocity to be 20 story points in their recently finished sprint. They had completed a user story estimated at 5 story points. However, later in the project, it is noticed that the user story needs some enhancements, estimated at 1 story point. How should their previously calculated velocity be revised?

1 / 1 point

- Reduce by 6 story points.
- Reduce by 5 story points.
- Reduce by 1 story point.
- No change.

 **Correct**

Correct answer. If the user story is considered "done", its story points are counted in the velocity.

13. In release planning, what user stories should be planned first for development in the earliest sprints?

1 / 1 point

- could do, high risk
- must do, low risk
- must do, high risk
- could do, low risk

 **Correct**

Correct answer. User stories that are high priority and high risk should be done first.

14. Suppose, while release planning, the total number of story points of user stories chosen for the next sprint exceeds the development team's estimated velocity. What should be done?

1 / 1 point

- Start removing one or more user stories from the sprint.
- Start reducing the story point estimates.
- Start extending the sprint durations.
- Start hiring more developers to increase the estimated velocity.

 **Correct**

Correct answer. Start with removing user stories so that the total number of story points does not exceed the estimated velocity.

15. In release planning, a development team estimates their velocity to be 20 story points. For the next sprint, they plan to finish 2 high priority user stories of 5 story points each. With 10 story points left, which of the following combinations of user stories should they choose (assuming the stories are independent and equal risk)?

1 / 1 point

- 1 high priority story of 2 points, 1 medium priority story of 3 points, 1 low priority story of 5 points
- 1 high priority story of 2 points, 2 medium priority stories of 3 points each
- 2 low priority stories of 5 points each
- 3 medium priority stories of 3 points each

 **Correct**

Correct answer. Focus on any higher priority user stories, if there is capacity to undertake them.

16. Suppose a release plan has a user story to be completed in the current sprint. At the end of the sprint, however, the tasks for the user story have not started. How should the release plan be updated?

1 / 1 point

- Have developers work overtime to complete the user story before the next sprint starts.
- Drop the user story if the product owner does not notice it is not completed.
- Move the user story to the product backlog, and redo the release planning for the next sprints.
- Move the user story into the next sprint of the release plan.

 **Correct**

Correct answer. The user story goes back to the backlog, and the next sprint is re-planned.

17. What does the cone of uncertainty mainly illustrate about estimates?

1 / 1 point

- Estimates need higher variability early in a project when there is more uncertainty.
- Start the project with detailed design so that estimates have less variability.
- Estimates become more accurate if you just wait long enough.
- Estimates for a large project have higher variability than estimates for a small project.

 **Correct**

Correct answer.

- 18.** A team of 3 developers is estimating the time to complete a user story. One developer forms an estimate by determining the tasks needed, estimating their times, and deriving a total. Another developer implemented a similar user story for another product, and derives an estimate based on personal experience. The third developer looked at another user story with the same number of story points and used its time estimate. How should they come to a final estimate?

1 / 1 point

- Reveal each estimate one at a time, and discuss after each reveal to agree to a final estimate.
- Take the arithmetic mean of the estimates.
- Take the smallest and largest estimate to form the interval for the final estimate.
- Have them reveal their estimates at the same time, and discuss to agree to a final estimate.

 **Correct**

Correct answer.

- 19.** In estimating the duration to complete a project, the resulting interval that would contain the actual duration about 68% of the time is 14 to 24 days. What is the interval that would contain the actual duration about 95% of the time?

1 / 1 point

- 10 to 34 days
- 9 to 29 days
- 4 to 34 days
- 12 to 26 days

 **Correct**

Correct answer.

- 20.** For a software requirement, a development team is planning a task to write the implementation code and a task to inspect a reviewable version of the code for defects. After the inspection, the coding task addresses the discovered defects for the final version. What kind of task dependency is this between the coding and inspection tasks?

1 / 1 point

- Finish-Finish
- Start-Finish
- Finish-Start
- Start-Start

 **Correct**

Correct answer. The inspection task must finish before the coding task can finish.

- 21.** A product support team has a long-term task to operate version 1 of an invoicing service. Version 2 is almost ready for to replace version 1, so another long-term task is planned to operate that version. The service must be available at all times, so if version 2 is not in place, version 1 is used. What kind of task dependency is this between the version 1 and version 2 operations tasks?

1 / 1 point

- Start-Start
- Finish-Start
- Start-Finish
- Finish-Finish

 **Correct**

Correct answer. The version 2 operation task must start before the version 1 operation task can finish.

- 22.** In a PERT chart, the nodes represented milestones. When multiple tasks lead directly into a node, what does that mean? Choose 2 responses.

1 / 1 point

- The tasks can be done in parallel.

 **Correct**

Correct answer. Parallelism happens when multiple tasks lead directly out of a node as well as directly into a node.

- The tasks end by synchronizing at the milestone.

 **Correct**

Correct answer. The multiple tasks leading directly into a node have to synchronize at the milestone.

- The tasks need to be done sequentially.
- The tasks are on the critical path.

- 23.** Suppose for the tasks of an iteration plan, the critical path from begin to end to implement the user stories for the sprint has a total duration of 80 hours. There is an independent path from begin to end to prepare training materials for a separate set of features, and there is 16 hours of slack on that path. How much time is planned to prepare these training materials?

- 16 hours
- 80 hours
- 64 hours
- 96 hours

 **Correct**

Correct answer. The training materials path takes 16 hours less time than the longest duration path of 80 hours, which is 64 hours.

1 / 1 point

- 24.** Suppose while iteration planning, the total story points for the user stories of the sprint is below the estimated velocity, but the total estimated task hours for the tasks of these stories is above the available time for the team members. What should be done?

- Start with choosing a user story and its tasks to remove from the sprint, to reduce the total task hours to no more than the available time.
- Allow that the user stories may not be completed by the end of the sprint.
- No change, since the estimated velocity is more reliable than the available time.
- Stop planning, since that is reducing the available time for work.

 **Correct**

Correct answer. Focus on completing the remaining user stories. It may be possible to replace with a smaller user story in the plan.

1 / 1 point

- 25.** Within a sprint, for a user story, one developer finished their tasks earlier than expected, allowing some spare time. What should the developer do with the spare time?

- Relax as a reward for finishing early.
- Add some extra features to the user story to impress the client.
- Start work on an independent user story not planned for this sprint, to get ahead.
- Help with other tasks that need finishing to complete other planned user stories.

 **Correct**

Correct answer. Use the available time to focus on completing the planned user stories.

1 / 1 point

- 26.** At a development meeting to decide the underlying technology for a software product, one of the developers used their expert knowledge about one technology to pressure the rest to use it. The other developers are not convinced, but to avoid conflict, decide to follow using this technology. Which anti-patterns are happening here?

- loose cannon and conflict avoidance
- bullying and being bullied
- intellectual violence and groupthink
- persuasion and groupthink

 **Correct**

Correct answer. Using expert knowledge to pressure or intimidate is a form of intellectual violence, which can lead to groupthink by the other members.

1 / 1 point

- 27.** The development team is deciding between two platforms for a software application. One involved proprietary tools around a proprietary language, and the contract would create a long-term relationship that would allow a relative of the team lead to profit. The other platform is open, with alternative tools. Which anti-pattern results from choosing the first platform?

- Conflict of interest
- Vendor lock-in
- Overengineering
- Something for something

 **Correct**

Correct answer. The choice of the first platform can lead to vendor lock-in.

1 / 1 point

- 28.** A development team decides to tune an existing algorithm for more speed rather than implement a better algorithm. One developer disagrees with the decision and works on the new algorithm without telling anyone. The new algorithm is taking a lot of effort, which results in not finishing other tasks, and planned user stories are not being completed for the sprint. What could the team have done to avoid this? Choose the two that are correct.

1 / 1 point

- Monitor daily what each developer intends to work on and actually finishes.

Correct

This is a correct answer because monitoring can help detect deviations from the planned tasks.

- Have the team lead send a daily email detailing what each developer must work on.

- Arrange the developers to work in pairs.

Correct

This is a correct answer because it is hard to work on something else, when a partner is present.

- Put up a poster near the team that says "loose cannons sink ships".

29. For risk planning, an impact versus likelihood matrix combines a ___ and ___ to derive a single value of its ___, reducing 9 combinations into 3 categories to consider.

1 / 1 point

- product's value / probability of success / viability
- product's competitive strength / chance of favorable market conditions / investment strategy
- risk's urgency / chance of occurrence / risk importance
- risk's severity / probability of occurrence / risk amount

Correct

Correct answer.

30. For a project, the developers will follow Agile practices and the Scrum methodology. The impact of running out of funding for further development is relatively ___.

1 / 1 point

- low, because they delivered working software and value in every sprint
- low, because agile projects can be easily turned into an open source project for further development
- high, because they may not have a chance to perform a phase of validation and verification activities
- high, because they are integrating late and none of the software is working together

Correct

Correct answer. The impact is low since stopping the development should still leave a working version of the software product from the most recent sprint.

31. Suppose a Scrum development team for a software product is located across two sites, 3 time zones apart. In a risk plan, there is a risk identified and indicated of poor remote communication. What would be suitable actions for this risk? Choose the two that are correct.

1 / 1 point

- Set up globally accessible online collaboration tools for the work products of Scrum-based development.

Correct

This is a correct answer because such online collaborative tools include version control repositories, backlogs, issue tracking, and project workspaces.

- Divide duties so that one site focuses on the user interface and the other site focuses on data storage.

- Set up easy-to-use communication tools and use them for the usual Scrum meeting events.

Correct

This is a correct answer because such communication tools include video conferencing, instant messaging, and phone.

- Divide duties so that one site focuses on implementing the product and the other site focuses on testing the product.

32. An experienced Agile team is forming a release plan, and there are two user stories, both with high value.

However, one user story is low risk and one is high risk. Which should be done first and why?

1 / 1 point

- The high risk user story, because it is better to find out early if it is feasible.
- The low risk user story, because deferring the high risk user story will allow more time for the team to think about how best to complete it.
- The low risk user story, because completing it shows progress on the product, which is a credibility boost.
- The high risk user story, because Agile developers like to live dangerously.

Correct

Correct answer. The idea is to fail fast rather than fail late. Doing the high risk user story first also allows more time to tackle the challenge.