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QUESTION 1

The purpose of the iteration retrospective is to:

- A. Report progress of the work effort, what work will be done next, and review impediments to progress.
- B. Prioritize the Product Backlog, generate development and testing estimates, and plan the next iteration.
- C. Provide a demonstration of the features developed during the iteration, get feedback from users, and begin testing.
- D. Identify what worked well, what did not work well, and what actions should be taken to improve the process.

Correct Answer: D

QUESTION 2

During iteration planning, the team is discussing the design for a user story. A team member states that a design document should be started since the system is complex in nature. Another team member responds that in Agile there is no documentation. How should the ScrumMaster respond?

- A. Agree that documentation should be avoided, since it slows the progress of the team.
- B. Explain that interactions are valued over documentation, but documentation is not forbidden.
- C. Ask the manager if the technical process mandates that design be documented.
- D. Ask the Product Owner if it is acceptable for the resource to spend time on documentation.

Correct Answer: B

QUESTION 3

The three questions asked at every Daily Scrum should be: "What have you accomplished since the last Daily Scrum?"; "What are you planning to accomplish between now and the next Daily Scrum?"; and:

- A. What is preventing you from completing your work effectively?
- B. What is your current performance velocity?
- C. Are you on track to complete assigned story points?
- D. How many story points will you complete this sprint?

Correct Answer: A

QUESTION 4

When facilitated and managed well, the primary benefit of a project retrospective should be to:



- A. Increase empowerment and enjoyment for the team.
- B. Identify the most important issue for the project.
- C. Provide an open forum for team member complaints.
- D. Allow the team to get ahead on release planning.

Correct Answer: D

QUESTION 5

When estimating initial velocity, the team should most likely:

- A. Discuss among the team their expectation of how many story points they can address.
- B. Use a Kanban workflow to identify the team and calculate velocity.
- C. Use velocity of past iterations or make a calculated guess.
- D. Discuss with the customer their expectation for the velocity of producing the product.

Correct Answer: C

QUESTION 6

Agile Earned Value Management (EVM) would be a valuable technique for managing a project because the:

- A. project is in a CM at-risk organization.
- B. customer wants to maximize delivered value.
- C. cost performance must be reported.
- D. team is newly formed or new to Agile.

Correct Answer: C

QUESTION 7

For the best result in an Agile project, the team should:

- A. Set priorities and identify product features.
- B. Interview new team members for fit.
- C. Approve development plan and tasks.
- D. Set sprint and release schedule.

Correct Answer: A



QUESTION 8

How does Empirical Process Control support Agile methodology?

- A. Testing, requirements, and adaptation
- B. Testing, requirements, and change
- C. Visibility, review, and testing
- D. Visibility, inspection, and adaptation

Correct Answer: D

QUESTION 9

When is the ideal time to hold a retrospective?

- A. Right after iteration planning
- B. Just before iteration planning
- C. At the start of the next release
- D. During the iteration review/demo

Correct Answer: B

QUESTION 10

When are acceptance tests typically written for a user story?

- A. After coding the story, but before user acceptance testing begins
- B. After writing the story, but before coding begins
- C. At the start of Product Backlog prioritization planning
- D. After estimating the Product Backlog, but before Sprint planning begins

Correct Answer: C

QUESTION 11

A project team estimates that they should complete 30 story points in the current iteration. Partway through the iteration they realize that they will complete 50 story points at their current rate. The team should:

- A. Shorten the iteration to meet the estimated velocity.
- B. Continue to work with the estimated velocity.



- C. Increase their estimated velocity.
- D. Reassign members to meet the estimated velocity.

Correct Answer: D

QUESTION 12

In Agile risk management, a risk burndown chart is best used to:

- A. Qualitatively analyze the probability of a risk occurring.
- B. Track progress on risk reduction of technical risks.
- C. Document the external risks that could impact the project.
- D. Illustrate the project risk profile and new and changing risks.

Correct Answer: D

QUESTION 13

Who is responsible for determining the business value of each feature?

- A. Product Owner
- B. Steering committee
- C. ScrumMaster
- D. Team

Correct Answer: A

QUESTION 14

In a Lean project environment, visual control:

- A. Can be used by management for communicating specific corrective directions.
- B. Are easy to use, reflect the team's progress, and show the team what to do next.
- C. Are helpful while the team is forming but are less important for more experienced teams.
- D. Should be kept to a minimum to avoid distracting the team from high-value activities.

Correct Answer: A

QUESTION 15



Which of the following best represents both a principle of the Agile manifesto and a Lean method of simplicity?

- A. Maximizing the amount of work not done
- B. Delivering early and continuously
- C. Welcoming changing requirements
- D. Deciding at the last responsible moment

Correct Answer: A

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