Chapter 13 Exam – Agile Methodologies

Question 1 (Question ID: 3042)

A department director compares two scrum teams' velocity numbers and announces that the slower team must double its output next quarter. A project manager is asked whether this is a sound use of velocity. What should the project manager say?

A. It is unsound because velocity should only be measured at the program level, not the team level.

B. It is sound, since velocity is designed to compare productivity across teams.

C. It is sound, but only if both teams use the same story-point scale.

D. It is unsound because velocity is each team's own forecasting tool, not a productivity score for comparing teams or for setting performance targets.

Question 2 (Question ID: 3044)

A team has been running sprints for six months but has never held a sprint retrospective, citing lack of time. A new scrum master joins and wants to explain why this practice matters. What is the best explanation?

A. Retrospectives are optional once a team has enough experience with the framework.

B. Retrospectives exist mainly to give management a status update on team morale.

C. Retrospectives institutionalize continuous improvement at the team level, giving the team a structured way to keep getting better.

D. Retrospectives should be replaced by an annual lessons-learned report at project closure.

Question 3 (Question ID: 3080)

A vendor on an adaptive project insists on managing every interaction through the signed contract's change clauses, refusing to discuss adjustments informally with the customer even when both sides agree a change would add value. Which Agile Manifesto value does the vendor's behavior conflict with?

A. Individuals and interactions over processes and tools.

B. Working deliverables over comprehensive documentation.

C. Responding to change over following a plan.

D. Customer collaboration over contract negotiation: adaptive delivery favors ongoing collaboration between customer and vendor over rigid reliance on contract terms.

Question 4 (Question ID: 3126)

A predictive project manager scans for regulatory and market changes primarily at scheduled phase-gate reviews, while an adaptive team continuously monitors the external environment and folds relevant changes into the backlog every iteration. Is the predictive project manager's approach a governance weakness?

A. Yes, because evaluating external business environment changes is a core strength of adaptive approaches only, and predictive projects should not attempt it.

B. No, not inherently; evaluating external changes is expected across approaches, and a predictive project appropriately concentrates that evaluation at defined phase-gate reviews rather than continuously.

C. Yes, because external environment scanning is impossible without an iteration cadence.

D. No, but only if the predictive project abandons phase gates entirely.

Question 5 (Question ID: 3136)

A hybrid program is closing out its final release. The construction workstream completes formal administrative closure with signed acceptance documents and a single closing lessons-learned report, while the adaptive IT workstream has already accumulated most of its lessons and handoff planning through each iteration's retrospective and review. The program manager must now assemble one closure package for the whole program. Which approach best reflects both workstreams' realities?

A. Combine the construction workstream's formal signed acceptance and closing report with the IT workstream's already-accumulated retrospective and review outputs, since each workstream's closure evidence reflects how it was actually governed throughout delivery.

B. Apply only the construction workstream's closure process to both workstreams for consistency.

C. Apply only the IT workstream's iterative closure process to both workstreams for consistency.

D. Require the IT workstream to redo its lessons learned in a single final report and discard its iteration-level output.