

6. Retrospectives are important for the efficient management of projects. Which from the list following best communicates the goal of a retrospective meeting?

- A. To aid the customers appreciate how the team functions.
- B. To aid managers decide whom to reprimand and reward.
- C. To aid product owner prioritize features for the subsequent iteration.
- D. To aid the team review and adapt.

Answer: D

Explanation: Retrospective does not normally include the customer (A). It is not a method for measuring performance of individuals (B). It is also not a prioritization meeting (C). It provides an opportunity to review functioning and adapt to become more efficient (D).

7. Which statement from the list following best describes the efforts for change management in projects?

- A. Changes in projects are normally unpredictable. Therefore, planning for performing change management cannot be accurate.

B. Change management plans should be created while the change control processes are being performed.

C. Change management can be planned as a component of the project management plan.

D. Changes are an indicator of bad planning. Changes should be avoided during project, and therefore there will be no requirement to manage them.

Answer: C

Explanation:

Changes in projects are inevitable, and therefore it is important that change management be planned efficiently.

8. The burndown chart of an iteration indicates an upward trend between the first and second iteration. What may be the reason for this trend?

A. The cycle time was decreased.

B. Additional user stories were introduced to the iterations.

C. Team velocity was reduced.

D. Team burn rate was improved.

Answer: B

Explanation: A burndown chart indicates the number of story points that are remaining. Additional user stories will cause the burndown chart to show an upward trend.

9. You are the project manager of Hilton and are confronted with several issues that may have been foreseen using a risk management process supported with suitable documentation. Which document should have been developed that may have reduced such issues?

A. Risk register.

B. Details of risk triggers.

C. Risk mitigation.

D. Decision tree.

Answer: A

Explanation: Risk register includes all potential risks with their mitigation plans. By continuous monitoring of risk register, issues in projects can be minimized. Options B, C, and D do not mention project documents.

10. A product owner is very assertive and inclines to oblige the team to complete more tasks than they can perform. This is producing fatigue in the project team that may affect the achievement of the project objectives. What may be the best approach for resolving this adverse situation?

A. Team facilitator may discuss with the product owner and highlight the hazards of team fatigue.

B. Team should include extra buffers in their estimates for tasks.

C. Product owner may be changed.

D. Additional resources may be arranged to complete the work early.

Answer: A

Explanation: Team facilitator may discuss with the product owner and highlight the hazards of team fatigue. Arranging additional resources will increase the project cost, and changing the product owner is not desirable.