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Use models and visualizations as a communication and collaboration tool. E. Baseline the architecture to ensure consistency and minimize deviation. Answer: ABDE Explanation: Consider the following key principles when designing your architecture: Build to change instead of building to last. Consider how the application may need to change over time to address new requirements and challenges, and build in the flexibility to support this. Model to analyze and reduce risk. Use design tools, modeling systems such as Unified Modeling Language (UML), and visualizations where appropriate to help you capture requirements and architectural and design decisions, and to analyze their impact. However, do not formalize the model to the extent that it suppresses the capability to iterate and adapt the design easily. Use models and visualizations as a communication and collaboration tool. Efficient communication of the design, the decisions you make, and ongoing changes to the design, is critical to good architecture. Use models, views, and other visualizations of the architecture to communicate and share your design efficiently with all the stakeholders, and to enable rapid communication of changes to the design. Identify key engineering decisions. Use the information in this guide to understand the key engineering decisions and the areas where mistakes are most often made. Invest in getting these key decisions right the first time so that the design is more flexible and less likely to be broken by changes. <http://msdn.microsoft.com/en-us/library/ee658098.aspx> QUESTION 2 You are the product owner for a new application. You have the list of product backlog items (PBIs) with assigned business values for the first release of the application. You will be working with an established scrum master and development team. You know the team's capacity and the planned sprint duration. You need to plan the release schedule based on your existing backlog. Which three actions should you and the team perform? (Each correct answer presents part of the solution. Choose three.) A. Ask the development team to decompose the PBIs into individual tasks and estimate hours. B. Ask the development team to provide high level estimates to complete each PBI. C. Assign the PBIs to different sprints to define the release. D. Use the TFS 2012 task board features. E. Schedule the release using the Iteration Planning workbook. F. Order the product backlog by business value. Answer: BCE Explanation: Not clear because according to Planning a release they say: Note Release planning is no longer an official event in Scrum. It's assumed that every organization will do some level of release planning. As far as Scrum is concerned, keeping the Product Backlog healthy and estimated is the best input for accurate release planning. Professional Scrum Development with Microsoft Visual Studio 2012 p.160 QUESTION 3 You manage a development team that uses the Microsoft Visual Studio Scrum 2.0 process template. You establish a product backlog, allocate backlog items for a sprint, and define the tasks required to complete the sprint. You need to ensure that the agreed upon work is assigned to team members. Who should be responsible for assigning work to team members? A. Team members B. Product owner C. Scrum master D. Team lead Answer: A Explanation: In Scrum, work should never be directed or assigned. When creating or updating a task, don't assign it to anyone who doesn't request the work. Professional Scrum Development with Microsoft Visual Studio 2012 p.183 QUESTION 4 Your development team uses the Microsoft Visual Studio Scrum 2.0 process template. You are the product owner. Your product backlog includes a number of items that appear to have equal priority. However, the items have differing business value, complexity, and risk. You need to order the backlog based on risk, complexity, and business value. What should you do? A. Work on items with the highest ratio of business value to effort first. B. Work on items that have the highest effort first. C. Work on items that have the lowest effort first. D. Assign a risk factor to each product backlog item and work on items with the highest risk factor first. E. Work on items that have the highest business value first. Answer: A Explanation: The Product Backlog should be ordered by the Product Owner to maximize the value of the software being developed. He or she will know what features and bug fixes need to be developed before others. Release planning depends on the backlog being correctly ordered. The order can be based on many factors: business value, risk, priority, technical value, learning value, or necessity. Items at a higher order are clearer and more detailed than lower-ordered ones. Effort estimates are more accurate on these items as well. In fact, the higher the order, the more a PBI or bug has been considered, and the consensus is greater regarding it, its value, and its cost. Professional Scrum Development with Microsoft Visual Studio 2012 p.156 QUESTION 5 You are developing release plans for a

new software development project. You need to document a flexibility matrix. Which three elements should you use? (Each correct answer presents part of the solution. Choose three.) A. schedule B. risk mitigation C. scope D. cost or resources E. decision-making authority F. solution architecture Answer: ACDE Explanation:

<http://pm-lotus.com/Wordpress/2009/09/15/the-flexibility-matrix/> QUESTION 6 You are utilizing the Microsoft Solution Framework (MSF) for Agile Software Development 6.0 process template. You need to track progress for the current sprint. Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.) A. Review team capacity. B. From the Product Backlog view of the current sprint, review the By Work capacity bars for each contributor. C. Review the task board. D. Review the burndown chart. E. From the project portal, review the Iteration Backlog spreadsheet. Answer: ACE

QUESTION 7 You are part of a scrum team that is trying to identify user stories to complete in the next sprint. You and the team need to select user stories for the next sprint. What should you do? A. Have the product owner decide which user stories to complete within the sprint. B. Have the scrum master decide which user stories to complete within the sprint. C. Have the team decide which user stories to complete within the sprint. D. Order the user stories by their story points. Select the top stories based on the team's velocity. Answer: CE Explanation: The Sprint is a fixed-length event (30 days or less) in which the Development Team forecasts items from the Product Backlog and develops the items in the Sprint Backlog according to the acceptance criteria and their Definition of "Done." Professional Scrum Development with Microsoft Visual Studio 2012 p.169

QUESTION 8 Your development team uses the Microsoft Visual Studio Scrum 2.0 process template. The team has identified items from the product backlog for the next sprint. You need to ensure that the team has adequate capacity to complete the next sprint. Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.) A. Review the sprint Burndown chart. B. Have the team assign hour estimates to each sprint task. C. Review the sprint backlog. D. Assign story points to each item in the product backlog. E. Review the product backlog with forecast set to On to determine if the sprint can be completed based on the team's velocity. F. Set each team member's per day capacity. Answer: CEF Explanation: Sprint Burndown charts can show the team how much work remains in the Sprint. These charts will often include an ideal trend line. This line represents the ideal rate at which the Development Team is able to complete all of the remaining effort, at a constant rate, by the end of the Sprint. Professional Scrum Development with Microsoft Visual Studio 2012 p.283 Prior to the Sprint, there shouldn't be any Task work items in the Sprint Backlog. Ideally, the Development Team creates its tasks during the Sprint Planning meeting and not before. Professional Scrum Development with Microsoft Visual Studio 2012 p.175 The Sprint Backlog contains those items selected by the Development Team plus a plan for delivering them. The Sprint Backlog shows the work remaining in the Sprint at all times. Professional Scrum Development with Microsoft Visual Studio 2012 p.4 Story points should be already assigned to PBIs during identification for the sprint.

QUESTION 9 Your company network includes a Microsoft Visual Studio Team Foundation Server (TFS) 2012 server and Microsoft System Center 2012. Your company launches a new customer sales portal. It is critical that all issues identified as potential bugs get addressed in a timely manner. You need to ensure that incident response times are managed across support and development teams. What should you do? A. Use Service Manager. B. Create a new incident within System Center and assign it to a bug work item in TFS. C. Use SQL Server Reporting Services (SSRS) to query the Operations Manager Data Warehouse and create work items. D. Use Orchestrator. Answer: AE Explanation: Service Manager provides an integrated platform for automating and adapting your organization's IT service management best practices, such as those found in Microsoft Operations Framework (MOF) and Information Technology Infrastructure Library (ITIL). It provides built-in processes for incident and problem resolution, change control, and asset lifecycle management. Orchestrator provides a workflow management solution for the data center. Orchestrator lets you automate the creation, monitoring, and deployment of resources in your environment.

QUESTION 10 Your development team uses Microsoft Visual Studio Team Foundation Server (TFS) 2012 to develop and support an enterprise-wide web application. The system is too large to perform a manual smoke test. You need to ensure that the latest release to production has not broken anything. Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.) A. Create a new build definition with your tests configured for the production URI(s). Run the tests and have TFS report success or failure. B. Create a new virtual machine in Microsoft Test Manager (MTM) that mirrors your production environment. Create a new build that runs your test projects and have TFS report success or failure. C. Create a series of Coded UI Tests in Microsoft Visual Studio. D. Create a complete set of unit test projects within Microsoft Visual Studio 2012. Answer: BC

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