Question 1
Which the user accesses the contact history.
You are a developer for Contoso, Ltd. The product owner sends an email with a list of requirements that need to be built out for your company’s social media product.
You plan to use the list of requirements to create the Product Backlog. The development team will break these features into user stories.
You need to create a user story from a user’s perspective in which the user accesses the contact history. Additionally, you need to document the action the user wants to take and the benefit the user will receive from that action.
Complete the user story. To answer, drag the appropriate component of the user story to the correct target. Each component of the user story may be used once, more than once, or not at all. You may need to drag the split bar between panes or scroll to view content.
Select and Place:

Correct Answer:
Your Scrum team is planning a release and wants to prioritize user stories based on value and risk. The stories are grouped according to the ratio of value to risk, as shown in the following image. Effort is the same for all user stories.

The product owner on your team wants to ensure a higher return on investment based on today’s prioritization activity. You need to prioritize these user stories into four sprints for this release. Use the drop-down menus to select the answer choice that answers each question.

**Answer Area**

- Which user stories should you include in Sprint 1?
- Which user stories should you include in Sprint 4?
Question 3
In the table below, identify where only a shim or a stub can be used in the situation.
You are the lead tester for Contoso, Ltd. The company is using Microsoft Visual Studio to develop a new software product.
Management wants to test the product as it is developed. Some components that require testing have dependencies that are not yet built or are otherwise unavailable.
You need to test the components.
In the table below, identify where only a shim or a stub can be used in the situation. Make only one selection in each column.

<table>
<thead>
<tr>
<th>Testing situation</th>
<th>Shim</th>
<th>Stub</th>
</tr>
</thead>
<tbody>
<tr>
<td>a call that uses defined interface to reach an external service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a call to an internal type</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a call to a private method</td>
<td></td>
<td></td>
</tr>
</tbody>
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Correct Answer:

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<td>a call to a private method</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Explanation/Reference:
* Interfaces and abstract methods. Stubs provide implementations of interfaces and abstract methods that can be used in testing. Shims can’t instrument interfaces and abstract methods, because they don’t have method bodies.
* Internal types. Both stubs and shims can be used with internal types that are made accessible by using the assembly attribute `InternalsVisibleToAttribute`.
In general, we recommend that you use stub types to isolate from dependencies within your codebase.
* Private methods. Stubs can replace calls to private methods if all the types on the method signature are visible. Stubs can only replace visible methods.

Note:
* A stub replaces a class with a small substitute that implements the same interface. To use stubs, you have to design your application so that each component depends only on interfaces, and not on other components. (By "component" we mean a class or group of classes that are designed and updated together and typically contained in an assembly.)
* A shim modifies the compiled code of your application at run time so that instead of making a specified method call, it runs the shim code that your test provides. Shims can be used to replace calls to assemblies that you cannot modify, such as .NET assemblies.

Reference: Visual Studio, Isolating Code Under Test with Microsoft Fakes

Question 4
Which three questions should you answer in sequence?
You are on the development team of your company’s newly-formed Scrum team.
At the start of your first sprint, your Scrum Master tells you that you are required to participate in the Daily Scrum or Stand-up.
You need to attend this meeting and give feedback to three important questions.
Which three questions should you answer in sequence? To answer, move the appropriate questions from the list in the answer area and arrange them in the correct order.
Select and Place:

Correct Answer:

Explanation/Reference:
Explanation:
Analog to the following:
The most popular technique that Development Teams use during the Daily Scrum is to stand in a circle facing each other. Each developer, in turn, answers the following three questions:
1. What have I done since the last Scrum?
2. What will I do between now and the next Scrum?
3. What impediments are in my way?
Reference: Professional Scrum Development with Microsoft Visual Studio 2012 p.21

Question 5
Which three actions should you perform in sequence?
Your team uses Microsoft Visual Studio Team Foundation Server (TFS) to manage the software development process. You are using the Microsoft Visual Studio Scrum process template on your TFS Team Project.
Your product owner adds new product backlog items to your backlog.
You need to estimate how many sprints are necessary to complete the work in your backlog.
You have set a value for the Effort field for each product backlog item found in your backlog as a first step.
Which three actions should you perform in sequence? To answer, move the appropriate actions from the list of actions to the answer area and arrange them in the correct order.
Select and Place:
Correct Answer:

Explanation/Reference:
Once you’ve completed a sprint or two, you can use the velocity chart to forecast how much of your backlog you’ll finish each sprint.
Forecast your upcoming sprint
1. From the backlog page, open the velocity chart.
   In the chart, you can see how many story points (or whatever you use to estimate your backlog) your team has completed in the previous sprints.
2. Go back to the backlog page, turn forecasting on, and enter your predicted velocity.

Forecast lines show how much work your team should be able to complete in future sprints.
Reference: Visual studio, Forecast a sprint

Question 6
Which three actions should you perform in sequence?
Your team uses Microsoft Visual Studio Team Foundation Server (TFS) to manage the software development process. You use the Microsoft Visual Studio Scrum process template on your TFS Team Project.
You review your backlog before your sprint planning meeting and realize that one of your stories scheduled for the sprint is larger than your forecasted velocity.
You need to ensure that your backlog is ready for sprint planning.
Which three actions should you perform in sequence? To answer, move the appropriate actions from the list of actions to the answer area and arrange them in the correct order.
Select and Place:
Step 1: Working from a prioritized backlog of small user stories allows a team to get value and high-quality feedback on frequent intervals. Many teams struggle to split large user stories into small stories in a useful way.

Step 2-3:
Assign items from the backlog to the sprint
From the backlog page, move the items that you expect to work on into the current sprint (and into future sprints)

Question 7
What should you do?
You have a list of tasks entered into Microsoft Visual Studio Team Foundation Server (TFS) 2012. Each task has an estimated effort and assigned to a team member.
You have limited resources available. Due to external requirements, the start date and end date of the current iteration are fixed. Several of the tasks have dependencies on one another.
You need to identify a critical path.
What should you do? (To answer, move the three appropriate actions from the list of actions to the answer area and arrange them in the correct order.)
Select and Place:

Correct Answer:

Explanation/Reference:

* Step 1:
You can communicate with Visual Studio Team Foundation Server by using Microsoft Excel or Microsoft Project. You can start work from Team Explorer, Excel, or Project. Your worksheet or project plan can be tied to a list of work items or a work item query.

* Step 2: Task constraints and dependencies
Team Foundation Server: Tracks predecessor-successor dependencies as work item links for context, but it does not track dependency types, lead and lag time, or work item constraints.
Recommended actions: Use Microsoft Project to manage and update changes to dependencies and constraints.

* Step 3: Use the Team System Gantt view to schedule work in your team project in order to view Team Foundation fields. This split view adds some of the Team Foundation fields to the Microsoft Project Gantt Chart view and changes some Microsoft Project field names to the field names that Team Foundation uses. It is the default view when you first open work items in Microsoft Project.
Reference: Work in Microsoft Excel and Microsoft Project connected to Team Foundation Server
Quick Tips and Operational Differences when Tracking Tasks Using Microsoft Project and Team Foundation

Question 8
What should you do?
You are developing a web application. Currently, the test team tests the website on a Hyper-V virtual machine (VM) named WebTest. The majority of the test cases explicitly reference WebTest. The test team wants to divide into two independent teams to speed testing, and has indicated that they will likely create a third test team soon.
You need to define a strategy that provides separate test environments for each team with as little impact on the tests as possible.
What should you do? (To answer, move the three appropriate actions from the list of actions to the answer area and arrange them in the correct order.)
Select and Place:
* A virtual machine template is a library resource consisting of a guest operating system profile, a hardware profile, and one or more virtual hard disks (VHDs), which can be used to create a new virtual machine. Self-service users must use assigned templates to create their virtual machines.

**Question 9**
What should you do?
You are developing a new application that contains complicated validation and transformation logic on data pulled from three separate source systems.
You need to get feedback from your stakeholders to verify that your application meets their requirements before any other development tasks have been started. You also need to ensure that this application sub-system is correct before any other dependent module can be developed.
What should you do? (To answer, move the five appropriate actions from the list of actions to the answer area and arrange them in the correct order.)
Select and Place:

- Review system requirements with stakeholders.
- Create a functioning prototype.
- Review prototype with stakeholders documenting any needed changes.
- Create sequence diagrams to review with stakeholders.
- Create a new mock-up of the prototype with the requested changes.
- Update the prototype to reflect changes.

**Question 10**
Which test should you perform?
You are an automation engineer for your company. Your Scrum team is defining processes for how your team should deliver products for product owner approval.
Your development team is deciding what the definition of done should be.
You need to contribute a test suite that will confirm each user story’s level of done.
Which test should you perform?
A. Integration
B. Security
C. Performance
D. System
Correct Answer: D
Explanation/Reference:
System testing: To verify that the system as a whole meets the specified requirements. 
Note: Agile approaches embrace short iteration cycles where releasable pieces of the software system are created. Releasable means also tested. Unit tested, system tested, functional tested, acceptance tested and often also performance and load tested.

With Scrum, testers are split into two main groups: agile testers and guards. Agile testers work for development teams. They help with everything from unit tests to system tests.
Incorrect:
Not A: Integration testing: Testing interactions between different modules of the system.

Question 11
What should you do?
Your IT department uses a custom SharePoint list to capture help desk calls and ticket information. Management asks you to report the mean time to repair (MTTR) on a weekly basis.
You need to modify the list to capture the data necessary to prepare the report.
What should you do? (To answer, move the four appropriate actions from the list of actions to the answer area and arrange them in the correct order.)
Select and Place:

Correct Answer:

Explanation/Reference:
Note: Mean time to repair (MTTR) is a basic measure of the maintainability of repairable items. It represents the average time required to repair a failed component or device. Expressed mathematically, it is the total corrective maintenance time divided by the total number of corrective maintenance actions during a given period of time. It generally does not include lead time for parts not readily available, or other Administrative or Logistic Downtime (ALDT).

Question 12
Which section of code should you target?
You are a lead developer for your company. You are responsible for a managed application with an existing codebase. Customers report that the software is unstable. Management wants you to lead an effort to add unit testing to the application.
You need to identify the part of the application that will benefit most from adding unit tests. The goal is to achieve better software quality for the most users.
Which section of code should you target? More than one answer choice may achieve the goal. Select the BEST answer.
A. code that has remained unchanged for years
B. code that is complicated but rarely executed
C. code that was recently added to the project
D. code to which many bug reports have been traced

Correct Answer: D
Explanation/Reference:
Focus on the source of the bugs.

**Question 13**

What are two possible ways to achieve this goal?

Your team uses Microsoft Visual Studio Team Foundation Server (TFS) to manage your software projects. The operations team uses System Center Operations Manager (SCOM) and configures synchronization with TFS by using TFS Work Item Synchronization Management Pack.

You need to send information about production errors, including IntelliTrace information from System Center, to the software development team. What are two possible ways to achieve this goal? Each correct answer presents a complete solution.

A. Assign an existing Application Error from System Center to the development team by using the TFS connector and opening an error alert. Select the Assign to Engineering option from the Alert Status menu.

B. From System Center, select an existing alert, and enable full IntelliTrace collection by using the tasks panel. Once the IntelliTrace file is associated to the alert select the Assign to Engineering option from the Alert Status menu.

C. From the TFS Administration Console, select the Import IntelliTrace files menu, and associate the IntelliTrace file to a new work item.

D. From System Center, select an existing alert, and enable the full IntelliTrace collection by using the tasks panel. Once the IntelliTrace file is associated to the alert, create a new work item in TFS, and add a link to the new System Center alert.

Correct Answer: BD

Explanation/Reference:

B: With these new integrated capabilities you are able to assign an Application Error from System Center to the development team using the TFS connector by opening an error alert and selecting the Assign to Engineering option from the Alert Status menu.

Once an alert has been Assigned to Engineering an Operational Issue work item type is created in Team Foundation Server. By default an IntelliTrace file is linked to the work item. This IntelliTrace file was created based on the data gathered by System Center as part of creating the Application Error alert and adds no further impact to the monitored application.

D: In addition to the automatically created IntelliTrace files for Application Failures, System Center 2012 SP1 also includes the ability to enable full IntelliTrace data collection to solve those extremely challenging problems. By selecting an existing alert you can enable full IntelliTrace collection using the tasks panel.

This capability enables operations teams to easily switch on full IntelliTrace data collection to capture rich and detailed data about the problem application. When the IntelliTrace snapshot is taken it is automatically linked to an existing work item that may have been created for the alert. If no work item had yet been created you can use the workflow described above to assign the alert to engineering to create the work item.

Reference: Microsoft Application Lifecycle Management, System Center and IntelliTrace

**Question 14**

Which Visual Studio tool should you use?

You are the application architect on your team. You have a straightforward architecture consisting of an ASP.NET MVC Web Application that depends on a Class Library, which contains the Business Logic. The Business Logic uses another Class Library that contains the Data Access code. No code in the UI should ever use the Data Access library directly.

You need to enforce this architectural requirement.

Which Visual Studio tool should you use?

A. Layer Diagram
B. Directed Graph Document
C. Dependency Graph
D. UML Component Diagram

Correct Answer: A

Explanation/Reference:

In Visual Studio Ultimate, you can use a layer diagram to visualize the high-level, logical architecture of your system. A layer diagram organizes the physical artifacts in your system into logical, abstract groups called layers.

You can specify the intended or existing dependencies between layers. These dependencies, which are represented as arrows, indicate which layers can use or currently use the functionality represented by other layers. By organizing your system into layers that describe distinct roles and functions, a layer diagram can help make it easier for you to understand, reuse, and maintain your code.

Example:
Question 15
Which two actions should you perform?
You are a developer. Your company has a Microsoft Visual Studio Team Foundation Server (TFS) installation for a project. The TFS installation uses the Microsoft Solutions Framework (MSF) for Agile Software Development project template. The developers have standard Contributor permissions, and the Scrum Master has Project Administrator permissions. The project development team performs time of regression testing of all stories at the end of each release. Defects are linked to the corresponding story. The team wants to view all completed user stories for release 1 with related open defects. This query needs to appear on the home page of the web portal.
You need to create a query that includes the user story title, defect title, and the status of the defect.
Which two actions should you perform? Each correct answer presents part of the solution.
A. Using the Query editor, create a new Flat query named R1. Open Defects. Set Work Item Type to Defect, and set the State filter to <> Done.
B. Using the Query editor, create a new direct links query named R1. Open Defects that links user stories by using the iteration filter Under, Release 1, and related Bugs. Filter the bugs by by State <> Done.
C. Have the Scrum master right-click the query R1 Open Defects, and select add to team favorites.
D. As a developer, from the Query menu, right-click the query R1 Open Defects, and select add to team favorites.
Correct Answer: BC
Explanation/Reference:
B: You can manage and review changes to your work items more easily by using the direct links view. You can find work items that are associated by links using the Work Items and Direct Links query.
C: You can add a query as a team query and it will appear on the team home page.

Question 16
Which three key metrics should you use?
Your development team uses Scrum as its process framework. You are attempting to increase efficiency, code quality, and limit scope creep by making some changes to your team’s development process.
You need to identify key metrics for measuring the effect of any changes to your process.
Which three key metrics should you use? Each correct answer presents part of the solution.
A. number of story points delivered during the sprint
B. number of manual test cases created
C. number of bugs reported by testers
D. number of tasks added to the sprint after the sprint starts
E. number of classes in the code-base
F. number of items added to the product backlog
Correct Answer: ACF
Explanation/Reference:
A: Team Velocity
The velocity metric measures the consistency of the team’s estimates from sprint to sprint. Feature story estimates are made relative to estimates of other feature stories, usually using story points. The measure is made by comparing story points completed in this sprint with points completed in the previous sprint.
C: Technical Debt Management
This metric measures the team’s overall technical indebtedness; known problems and issues being delivered at the end of the sprint. This is usually counted using bugs but could also be deliverables such as training material, user documentation, delivery media, and others.
F: Retrospective Process Improvement
The Retrospective Process Improvement metric measures the Scrum Team’s ability to revise, within the Scrum process framework and practices, its development process to make it more effective and enjoyable for the next sprint.
This can be measured using the count of retrospective items identified, the number of retrospective items the Team had committed to addressing in the sprint, and the number of items worked/resolved by the end of the sprint.
Incorrect:
not D: You do not add tasks to the sprint after the sprint has been started.
Reference: Tips and best practices on implementing Agile, Scrum Metrics
Which two actions should you perform?
Your team uses Microsoft Visual Studio Team Foundation Server (TFS) to manage the software development process. You use the Microsoft Visual Studio Scrum 2013 process template on your TFS Team Project.
You work with the product owner to define and prioritize the Product Backlog.
Due to new business regulations, a group of product backlog items need to be implemented sooner than initially planned.
You need to raise the business value of the affected product backlog items.
Which two actions should you perform? Each correct answer presents a complete solution.
A. Edit the Product Backlog Item work item by changing the resolution to a higher value.
B. Select the Product Backlog Item, and drag it towards the top of the backlog.
C. Adjust the business value on the Product Backlog Item.
D. Edit the Product Backlog Item work item by changing the priority to a higher value.
E. Select the Product Backlog Item, and drag it towards the bottom of the backlog.
Correct Answer: BC
Explanation/Reference:
PBI (Product Backlog Item) fields include:
* (B, not E) Stack Rank
A subjective rating of the user story, task, issue, or bug compared to other work items of the same type. An item that is assigned a lower number should be fixed before an item that is assigned a higher number.
Note: The sequence of items on the product backlog page is determined according to where you have added the items or dragged the items on the page. As you drag items, a background process updates the Stack Rank field.
* Move items in the Product Backlog to change their priority, example:

![Product Backlog Image]

* (C) Business Value: Specify a number that captures the relative value of a PBI compared to other PBIs. The higher the number, the greater the business value. By defining the Business Value, product owners can specify priorities separate from the changeable backlog stack ranking.
Incorrect:
Not A: resolution is an HTML field which describes how the impediment was resolved.
Not D: The lower the value the higher the priority.
Reference: Planning, ranking, and priorities field reference

Question 18
What should you design the first unit test to do initially?
You are the lead software developer for your company. You are using Microsoft Visual Studio 2012 and Test Driven Development to create a new commercial software product.
Management asks you to define unit testing standards that all developers will follow.
You need to design the first unit test for a new class.
What should you design the first unit test to do initially?
A. test a range of values
B. test exceptional cases
C. pass the base case
D. fail the base case
Correct Answer: D
Explanation/Reference:
Explanation:
Question 19
Which process template should you use?
You are the lead software solution designer for Contoso, Ltd. You build and test software by using Microsoft Visual Studio Premium. The company is undertaking a new software project that you will design and manage. Senior management wants stakeholders to be able to provide continuous feedback on frequent builds. Your team uses two-week iterations and wants to view a backlog of all functionality and bugs together. You need to implement a process template for the project. You want to achieve this goal by using minimal effort. Which process template should you use?
A. a Scrum template
B. a CMMI template
C. your own custom template
D. an Agile template
Correct Answer: A
Explanation/Reference:
To plan a software project and track software defects using Scrum, teams use the product backlog item (PBI) and bug work item types (WITs). To gain insight into a portfolio of features, scenarios, or user experiences, product owners and program managers can map PBIs and bugs to features. When teams work in sprints, they define tasks which automatically link to PBIs and bugs.

Question 20
What should you do?
You are using the Microsoft Visual Studio Scrum process template. You recently finished a sprint. You need to conduct a retrospective meeting prior to planning the next sprint. What should you do?
A. Analyze items in the product backlog for the next sprint.
B. Analyze the previous sprint to identify what the team is going to do differently during the next sprint.
C. Analyze and revise the story points of the work items completed in the previous sprint.
D. Determine which items have been finished on the previous sprint.
Correct Answer: B
Explanation/Reference:
The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The purpose of the Sprint Retrospective is to:
- Inspect how the last Sprint went with regards to people, relationships, process, and tools;
- Identify and order the major items that went well and potential improvements; and,
- Create a plan for implementing improvements to the way the Scrum Team does its work.
Sprint Retrospectives are used by teams to deliberately improve. Effective Sprint Retrospectives are an important ingredient in helping good teams become great and great teams maintain themselves.

Question 21
What should you do?
Your team uses Microsoft Visual Studio Team Foundation Server (TFS) as their application lifecycle management solution. The team is developing a mission-critical internal web application. The data service and user interface are on different servers. The web application includes a Windows client. The internal IT group uses packaged software to distribute software to internal clients. File shares are used for staging. The file shares are titled deploystagingmyapp and they contain the install packages.
The team needs to deploy updates on a quarterly basis. The team also needs to keep copies of the deployed software in the team’s environment and to use TFS Release Management.
You need to create a process that deploys the Windows client to the staging area. What should you do?
A. Create a custom action to deploy your msi file, and use one-click deployment.
B. Create a Release Template, and add the step Copy file or Folder in the Staging tab. Set the Destination to deploystagingmyapp.
C. Create a Release Template, and add the Windows OS task of moving a file. Set the staging area as the place to move the msi file.
D. Create a custom action that connects to the internal third-party deployment api, and add it to the Release Template.
Correct Answer: B
Explanation/Reference:
Incorrect: not C. Need to keep a copy of the file, so we can’t move it.

**Question 22**
What should the scrum master do?
You are part of a scrum team that needs to identify user stories to complete in the next sprint.
What should the scrum master do?
A. Have the product owner decide which user stories to complete within the sprint.
B. Order the user stories by their story points. Select the top stories based on the team’s velocity.
C. Have the team decide which user stories to complete within the sprint.
D. The scrum master should decide which user stories to complete within the sprint.

Correct Answer: C
Explanation/Reference:
The team decides what user stories to include in the sprint.

**Question 23**
What should you do?
You are planning to develop a new application.
You need to ensure that the code is easy to test and obtain high code coverage.
What should you do?
A. Create as many static methods as possible.
B. Create a fake for each class that you are testing.
C. Ensure that concrete classes depend only on other concrete classes.
D. Ensure that each class has only one responsibility.

Correct Answer: D
Explanation/Reference:
Avoid classes with too much dependencies.

**Question 24**
Which three questions should you ask?
You are a scrum master.
You need to lead the daily scrum meeting.
Which three questions should you ask? (Each correct answer presents part of the solution. Choose three.)
A. What will be done before the next meeting?
B. What went well?
C. What has been accomplished since the last meeting?
D. Are there any potential improvements?
E. What obstacles are in my way?
F. Is the burndown up to date?

Correct Answer: ACE
Explanation/Reference:
The most popular technique that Development Teams use during the Daily Scrum is to stand in a circle facing each other. Each developer, in turn, answers the following three questions:
1. (C) What have I done since the last Scrum?
2. (A) What will I do between now and the next Scrum?
3. (E) What impediments are in my way?
Reference: Professional Scrum Development with Microsoft Visual Studio 2012 p.21

**Question 25**
What should you do?
You are using the Microsoft Visual Studio Scrum 2.0 process template. You recently finished a sprint.
You need to conduct a retrospective meeting prior to planning the next sprint.
What should you do?
A. Analyze and revise the story points of the work items completed in the previous sprint.
B. Analyze the previous sprint to identify what the team is going to do differently during the next sprint.
C. Analyze items in the product backlog for the next sprint.
D. Determine which items have been finished on the previous sprint.

Correct Answer: B
Explanation/Reference:
Sprint Retrospectives are meetings in which Scrum Teams reflect on themselves and their work, producing an actionable plan for improving. Sprint Retrospectives are the final event in each Sprint, marking the end of each Sprint cycle.
* Retrospectives are widely regarded as the most indispensable of people-focused agile techniques. Inspection and adaptation lie at the very heart of agility, and retrospectives focus on inspecting and adapting the most valuable asset in a software organization, the team itself. Without pursuing
improvement as retrospectives require, true agility is simply not achievable. Performance can be neither improved nor maintained without exercise. Simply conducting a meeting isn’t enough to be successful, however. Attention must be paid to ensuring teams plan improvements. If a plan to improve is not part of the outcome, it wasn’t actually a Sprint Retrospective.
Reference: Visual Studio, Effective Sprint Retrospectives

Question 26
Which process template should you use?
You are assigned to manage a new development team that uses Microsoft Visual Studio Team Foundation Server (TFS) 2012 for application lifecycle management (ALM).
The development team works in a highly regulated environment.
You are required to:
Document and manage risks,
Document and manage change requests, and
Maintain a formal project issue log.
You need to select a development process for your team.
Which process template should you use?
A. Microsoft Solutions Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0
B. Microsoft Kanban 1.0
C. Microsoft Solutions Framework (MSF) for Agile Software Development 6.0
D. Microsoft Visual Studio Scrum 2.0
Correct Answer: A
Explanation/Reference:
Reference: MSF for CMMI process improvement for Visual Studio ALM

Question 27
Which two factors should you consider to determine sprint length?
A development team in your company has been unsuccessful delivering software by its deadline.
You join the team as its new scrum master.
The previous scrum master did not understand the importance of the length of a sprint.
You need to define how long the sprints should be.
Which two factors should you consider to determine sprint length? (Each correct answer presents part of the solution. Choose two.)
A. The iteration length should be long enough to ensure than no more than 20 percent of the total effort is spent performing deployment and administrative tasks.
B. The iteration length should be consistent.
C. The iteration length should be flexible.
D. The sprint length should be long enough to create a usable and potentially releasable product.
E. The iteration length should be longer than one month.
Correct Answer: BD
Explanation/Reference:
B: In the Scrum method of Agile software development, work is confined to a regular, repeatable work cycle, known as a sprint or iteration. Ideally, the length of the Sprint does not change.
D: During each sprint, a team creates a shippable product, no matter how basic that product is.
Not E: Sprints of longer than four weeks (one month) have a smell—the smell of water falling. When a Sprint’s length is longer than a month, the definition of what is being built may change or complexity and risk may increase. By limiting the maximum length of a Sprint, at most one month of development effort would be wasted, rather than several months in a classic waterfall project.

Question 28
What should you do?
You are using the Microsoft Solution Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0 process template.
A stakeholder has requested a change, but the change request has not received the attention that it requires.
You need to escalate the change request.
What should you do?
A. · Create an impediment work item.

Reference: MSF for CMMI process improvement for Visual Studio ALM
- Link the new impediment to the change request.
- Escalate the impediment to get the change request on track.

B. · Create a bug work item.
- Link the new bug to the change request.
- Escalate the bug to get the change request on track.

C. · Create an issue work item.
- Link the new issue to the change request.
- Escalate the issue to get the change request on track.

D. · Create another change request work item.
- Link the new change request to the change request.
- Escalate the change request to get the change request on track.

Correct Answer: C

Explanation/Reference:
Monitor change requests
If a change request does not receive the attention that it requires, escalate the matter by creating an issue work item. Link the new issue to the change request, and escalate the issue to get the change request impact assessment on track.
Incorrect:
not D: Create an issue work item, not another change request work item.
Reference: Visual Studio, Manage change

Question 29
Which three activities or elements should you include in your plan?
You are developing a release plan for a new project.
Which three activities or elements should you include in your plan? (Each correct answer presents a complete solution. Choose three.)
A. Probability assessment
B. Assumptions
C. Resolution planning
D. Impact analysis
E. Resource planning
F. Constraints

Correct Answer: ACD

Explanation/Reference:
The essence and focus of Risk Management (RSKM) is to understand the nature of software production risks and to mitigate those risks. All risks, under RSKM, are:-
* Identified
* (AD) Characterized, in terms of Likelihood and Consequence
* (AC) Prioritized, for mitigation
* (C) Mitigated

SP 1.2 Define Risk Parameters
Define the parameters used to analyze and categorize risks, and the parameters used to control the risk management effort.
Parameters for evaluating, categorizing, and prioritizing risks include the following:
* (A) Risk likelihood (i.e., probability of risk occurrence)
* (D) Risk consequence (i.e., impact and severity of risk occurrence)
* Thresholds to trigger management activities
Reference: CMMI - Risk Management (RSKM)

Question 30
Which three actions should you perform?
Your development team uses the Microsoft Visual Studio Scrum 2.0 process template. You are the scrum master.
The product owner has created product backlog items and assigned them to a release.
You need to work with the development team to estimate when the release will be completed. Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)
A. Review the sprint backlog.
B. Review the product backlog with the Forecast option set to on to determine if the release can be completed based on the team’s velocity.
C. Have the team create tasks for each item in the product backlog and assign hour estimates to the task.
D. Review the sprint burndown chart.
E. Set each team member’s per day capacity.
F. Establish a sprint duration and a sprint velocity. Create enough sprints to complete the release.
G. Estimate effort for each item in the product backlog.

Correct Answer: BFG

Explanation/Reference:
B: By using the forecasting tool in Web Access, you can plan the number of Sprints it will take to complete a set of work. The forecasting tool is available only in the Product Backlog, not any of the Sprint Backlogs. Prior to being able to use the forecasting tool, your Product Backlog must have PBI and Bug work items already created with the effort specified.
You can turn on forecasting by clicking the Off hyperlink next to Forecast on the right side of the backlog page. The first time you do this, Web Access prompts you for the Velocity. Using your Development Team’s Velocity, Web Access will add a Forecast column and horizontal lines to the Product Backlog. In the Forecast column, it will display the Sprint that it predicts the PBI or Bug work item will be developed in.
Reference: Professional Scrum Development with Microsoft Visual Studio 2012 p.165
FG: If your team has completed multiple sprints, you can forecast release and product completion dates and plan future projects more accurately by reviewing the velocity report. Based on the velocity of previous sprints that the report illustrates, you can accomplish the following goals:
* Track how much effort your team has reported as complete for each sprint.
* Estimate how much backlog effort your team can handle in future sprints if your team composition and sprint duration stay constant.
Reference: Visual Studio, Velocity (Scrum)

Question 31
What should you do?
You manage a project for which the team has not delivered all of the story points committed to in a previous sprint. You want to define the amount of work the team can commit to for the next sprint of the project.
What should you do?
A. Review the sprint burndown to define the amount of work.
B. Review the team velocity to define the amount of work.
C. Allow the product owner to define the amount of work.
D. Review capacity of the team to define the amount of work.
Correct Answer: B
Explanation/Reference:
If your team has completed multiple sprints, you can forecast release and product completion dates and plan future projects more accurately by reviewing the velocity report. Based on the velocity of previous sprints that the report illustrates, you can accomplish the following goals:
* Track how much effort your team has reported as complete for each sprint.
* Estimate how much backlog effort your team can handle in future sprints if your team composition and sprint duration stay constant.
Reference: Visual Studio, Velocity (Scrum)

Question 32
Which two actions should you perform?
Your development team is using the Microsoft Solution Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0 process template. You identify the high business value requirements of a project. You need to prioritize the requirements and ensure that the updates are reflected on the TFS reports. Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A. Set the Priority to 1 for each of the high-value requirements.
B. Use Microsoft Project.
C. Set the Stack Rank attribute to Top for each of the high-value requirements.
D. Use the Product Backlog feature.
Correct Answer: AD
Explanation/Reference:
To keep your agile team functioning effectively, you must order the items in your product backlog by priority and then update those priorities as the project progresses. All product backlogs must be prioritized based on business value and risk. By recognizing this priority order, your team can better focus on the features that are most likely to factor into the success of your product. A well-ordered and prioritized backlog pays off not only in team and customer satisfaction but also in your business’ bottom line.
Reference: Application Lifecycle Management; Team Foundation Server, Prioritization

Question 33
What should you do?
You manage a geographically dispersed development team that uses the Microsoft Visual Studio Scrum 2.0 process template. Each of the four locations has approximately six team members. You need to optimize the team’s performance to minimize the impact of the geographic dispersion. What should you do?
A. Setup a persistent video conference feed between the locations.
B. Use a phone conference line for daily standups. Use a paper-based planning board and take snapshots of the board after daily standups.
C. Organize the teams into a scrum of scrums, in which each location has a standalone team. Work off of a single product backlog and meet regularly with the leads of each scrum team.
D. Use electronic planning and a shared source control repository so that all team members are using a single set of sources.
Correct Answer: C
Explanation/Reference:
Geographic Distribution
Most organizations are now geographically distributed. Individual Scrum teams of seven are best collocated, but multiple Scrum teams across multiple locations often need to coordinate work. For example, on VS, we are running scrums of scrums and coordinating sprint reviews and planning across Redmond, Raleigh, and Hyderabad, and several smaller sites, a spread of 12 time zones.

Question 34
Which two actions should you perform?
Your development team is using the Microsoft Solution Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0 process template. The team has identified all of the acceptance criteria for a new application. This data currently resides in a series of spreadsheets. You need to enter the criteria into TFS for team traceability and tracking. Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A. Create test case work items for each criterion in the spreadsheet. Link the test case work items with the work item(s) for the appropriate
requirements.
B. Create Requirement work items.
C. Create a new task work item for each criterion in the spreadsheet. Set the Triage attribute for each task work item to Information Received.
D. Create a new quality of service test case work item for each criterion in the spreadsheet. Link the quality of service test case work items with the work item(s) for the appropriate requirements.

Correct Answer: AB
Explanation/Reference:
B: A requirement communicates functionality that is of value to the customer of the product or system. Each requirement should briefly state what a user wants to do with a feature of the software and describe it from the user’s perspective.

To define a requirement
In the top section of the work item form specify one or more of the following types of information:
* Title
* Requirement Type
* Assigned To
* State
* Area
* Iteration
Etc.

A: Linking a Requirement to Other Work Items
By creating relationships between requirements and other work items, you can plan projects more effectively, track dependencies more accurately, view hierarchical relationships more clearly, and find relevant information more quickly. From the work item form for a Requirement, you can create a work item that is automatically linked to the Requirement, or you can create links to existing work items.

Incorrect:
Not C: The Triage workbook lets you manage active the set of proposed work for an iteration. Requirements, change requests, tasks, bugs, and issues are ranked, prioritized, and assigned. Triage is the process that a team uses to review newly reported or reopened work items, assign a priority and an iteration to them, and assign a team member to address them.

Reference: Requirement (CMMI)

Question 35
What should you do?
Your development team uses Scrum as its process framework and utilizes the Microsoft Solution Framework (MSF) for Agile Software Development 6.0 process template.
Your product owner requests making an internal system public. The request is top priority for the next sprint.
You need to determine if the team can commit to the request for the next sprint.

What should you do?
A. · Create user story work items for the request.
   · Provide story point estimates for each user story.
B. · Create user story work items for the request.
   · Record hour estimates in each user story.
C. · Create user story work items for the request.
   · Create child task work items for each unit of work.
   · Record hour estimates in each task.
D. · Create product backlog item work items for the request.
   · Create linked task work items for each unit of work.
   · Provide hour estimates for each task.

Correct Answer: C
Explanation/Reference:
* A team creates user stories to define the features, functions, and requirements to be implemented.
* Track and estimate work. A team creates tasks to track the level of effort that is required to implement a user story or other areas of work that are identified for the project. Tasks should represent a small unit of work that can be accomplished within one to two days.

Reference: Visual Studio, Work Items and Workflow (Agile)

Question 36
* Your team is doing effective and efficient work.
* You manage a development team for a group of stakeholders that are physically remote from your development center. Stakeholders have blocked out dates and times on their schedules for your team.
The stakeholders are concerned that several of the project requirements will not meet their needs due to changing market conditions.
You need to ensure that the following requirements are met:
* Your team is doing effective and efficient work.
* The work is meeting the needs of the business.
* The project’s timeline is not at risk.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A. Institute a policy of sign-offs for each requirement and design document.
B. Develop a series of iterative proofs of concept that reflect a partial delivery of requirements and get feedback from the product owner.
C. Instruct the team to create a comprehensive set of design documents for each layer of the system. Schedule a review with the stakeholders to get their feedback.
D. Add a primary stakeholder to your team as the product owner.

Correct Answer: BD
Explanation/Reference:
B: Adapt Communication for Remote Team
Plan Frequent Demos and Retrospectives: Product demos with a retrospective at the end increase the visibility of your project, convey its status and provide instant feedback as well as opportunities for process adjustment. Involving your customers in these demos (at the appropriate times) fosters
a shared understanding of the project's business context and allows the business stakeholders to communicate with the development teams.
Reference: Working with Agile in a Distributed Team Environment

Question 37
Which three features should you use?
Your company is considering adopting the family of Microsoft Visual Studio 2012 features.
You need to identify which out-of-the-box features you could use to create an end-to-end application lifecycle management (ALM) solution.
Which three features should you use? (Each correct answer presents part of the solution. Choose three.)
A. Time tracking and budget analysis
B. Manual testing
C. Unit testing and code coverage
D. Requirements management
E. Deployment to production
Correct Answer: BCE
Explanation/Reference:
Manual testing, Unit testing and code coverage, and Deployment are all Visual Studio 2012 Features.
Reference: Compare Visual Studio Offerings
http://www.microsoft.com/visualstudio/eng/products/compare
Incorrect:
not A: There is no Time tracking and budget analysis in TFS or VS, this is likely MS Project Feature.
Not D: Requirements management is a TFS Feature.

Question 38
Which two actions should you perform?
As the manager of a mission-critical application development project, you oversee the technical delivery of a software application.
The project has not met any of its milestones, and there are early signs that what requested. Each iteration is taking approximately three weeks longer to finish than available is being produced is not what the stakeholders have was scheduled. No more resources will be made available.
You need to reduce the cycle time without impacting commitments.
Which two actions should you perform? (Each correct answer presents a complete solution. Choose two.)
A. Reduce (or remove) cycle requirements for quality assurance (QA) and user acceptance testing (UAT). Reorganize the project team to have all hands working on development tasks until the backlog has been caught up to schedule.
B. Analyze the complexity of the work in progress (WIP) and determine if there is any way to simplify the tasks.
C. Work with your technical leads to remove any features from the end product that, on paper, make up the difference in project delays. Then inform the stakeholders what you will patch in later.
D. Create a technical oversight committee that will meet and review all project work and identify areas for improvement for the next cycle.
E. Identify and remove wait times in the development cycle.
Correct Answer: BE
Explanation/Reference:
B: If you’re not limiting your WIP then there is no flow. Your Kanban Board is no more than a to-do list.
If we’re really committed to improving our workflow then it’s time to step up. Setting WIP limits shouldn’t be an after-thought that sounds good in theory; on the contrary it’s a necessity to avoid the penalties of wasted, time, effort and resources.

Question 39
Which three actions should you perform?
You are using the Microsoft Visual Studio Scrum 2.0 process template. You are a scrum master leading a scrum team.
Your team is new to Agile and Lean practices.
You need to ensure that your team communicates efficiently.
Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)
A. Utilize visual controls, such as task boards.
B. Co-locate team members.
C. Document the design of functionality you plan to build.
D. Hold a weekly conference call with the entire team to review the bug list.
E. Discuss issues through an email thread.
F. Conduct daily face-to-face stand-up meetings.
Correct Answer: ABF
Explanation/Reference:
B: Teams co-locate because it maximizes their ability to communicate in person. Working in the same room is core to all the Agile methodologies, including scrum.
F: In a daily developer scrum, developers meet briefly to collaborate on technical issues or approaches. This practice fosters code sharing and reusability, and it usually results in greater team bonding.

Question 40
What should you do?
Your client is utilizing the Microsoft Visual Studio Scrum 2.0 process template.
Your client provides a set of acceptance tests for Product Backlog Items (PBI). The PBI work has been committed to in the upcoming sprint.
You need to ensure that the status of the acceptance tests can be reported from TFS.
What should you do?
A. Store the acceptance test as rows in a Microsoft Excel spreadsheet and attach the spreadsheet to the PBI work item.
B. Store the acceptance test as rows in a Microsoft Excel spreadsheet. Save the spreadsheet in the associated project portal site and link it to the PBI work items.
C. Create Test case work items. Link the test cases to the PBI work items by using a Tests link type.
D. Create Test case work items. Link the PBI work items by using a Parent link type to the test cases.

Correct Answer: C

Question 41
Which two standard artifacts should you include?
Your development team reports that the operations team is not providing sufficient information for the development team to efficiently diagnose problems in production.
You need to identify standard data that the operations team should provide when they submit requests to the development team.
Which two standard artifacts should you include? (Each correct answer presents part of the solution. Choose two.)
A. Test impact analysis.
B. Event log information.
C. IntelliTrace configuration file.
D. Performance monitor configuration file.
E. Name of the application, server(s), and issue description.

Correct Answer: CD

Question 42
How should you capture this information?
You have an ASP.NET MVC application running in production. The application is experiencing intermittent slowdowns and client disconnections on the application tier.
You need to provide detailed execution trace information to the development team.
How should you capture this information?
A. File a bug work item in TFS directly from production.
B. Open the production server event logs in Visual Studio 2012 and create a TFS bug work item from the relevant exception messages.
C. Install and run the IntelliTrace Data Collector on the production application server(s).
D. Install and run the IntelliSense Semantics Collector on the production application server(s).

Correct Answer: C

Reference:
Collect diagnostic data in production by using the IntelliTrace stand-alone collector

Reference: How to: Collect IntelliTrace Data to Help Debug Difficult Issues Reference: Set up your release to diagnose problems after deployment

http://www.wowe.com
Question 43
What should you configure?
Your company network includes Microsoft Visual Studio Team Foundation Server (TFS) 2012 and Microsoft System Center 2012. You need to monitor your company’s application infrastructure.
What should you configure?
A. Event Log data collector
B. Configuration Manager
C. Application Controller
D. IntelliSense collector
E. Operations Manager

Correct Answer: E
Explanation/Reference:
Used with:
* Microsoft Team Foundation Server 2012
* Operations Manager 2007 R2
* System Center 2012 Operations Manager
* System Center 2012 Operations Manager
* Operations Manager in System Center 2012 SP1
Reference: Monitoring Integration between Operations Manager and TFS in System Center 2012 SP1

Incorrect:
Not B: Configuration Manager provides key management capabilities around application delivery, desktop virtualization, device management, and security that make while also reducing costs.
Not C: Application Controller provides a unified console that helps you manage public clouds and private clouds, as well as cloud-based virtual machines and services.
Not D: There is no such thing as IntelliSense collector. There is a IntelliTrace collector.

Question 44
What should you do?
You manage a software development project that includes multiple feature teams. The teams integrate their code into a shared code repository as frequently as possible.
You plan to configure a build definition by using the default build process template (DefaultTemplate.xaml).
You need to know when a check-in from a feature team has broken the build or caused a test to fail, without impacting the feature team.
What should you do?
A. Set the Analyze Test Impact parameter to True in the build process template.
B. Set the build trigger to Continuous Integration and enable automated testing.
C. Add the Builds check-in policy to your team project.
D. Create a shelveset command for pending changes. Queue a build using the latest source with the shelveset parameter.

Correct Answer: B
Explanation/Reference:
When a developer checks in changes that break the build, the result can be a significant hassle for small teams. The cost to larger teams can be expensive as measured by lost productivity and schedule delays. You can use the Gated Check-in trigger to guard some or all of your code base against this problem.
When your team puts a gated check-in build process in place, changes that the developers submit are placed in shelvesets and are automatically built and possibly tested by your build system.
Reference: Specify Build Triggers and Reasons; Use a gated check-in build process to validate changes

Question 45
What should you do?
Your scrum team develops features for new applications and performs maintenance on legacy applications. The newer applications have unit tests, but there are very few tests for the legacy code.
Recently, bugs in the legacy code have been consuming resources that could be used for more important development.
You need to define an approach for building tests on the legacy code. You need to achieve this goal without affecting the team’s delivery cadence on the new applications.
What should you do?
A. Write tests for legacy code between sprints.
B. Implement manual testing for bug fixes to legacy code.
C. Stop new development and write tests for most of the legacy code.
D. Continue development on the new applications, but write tests for any legacy code you work on as part of maintenance.

Correct Answer: D
Explanation/Reference:
Question 46
What should you do?
You are developing an n-tier application. An architect has provided a layer diagram as shown in the exhibit image. (Click the Exhibit button.)

Your code is built as part of an automated team build. A class in the data access layer is changed to utilize a utility class that resides in the business logic layer.
You need to ensure that the code and layer diagram are valid in a manner that follows good architectural and object oriented practices.
What should you do?
A. Create a new cross-cutting layer and refactor the utility class into the new layer, allowing the new layer to reference both the data access layer and the business logic layer.
B. Leave the layers the same and duplicate the utility class in both the data access layer and the business logic layer.
C. Create a new cross-cutting layer and refactor the utility class into the new layer, allowing the data access layer and business logic layer to have oneway dependencies to the new layer.
D. Change the dependency between the data access layer and the business logic layer to be bi-directional.

Correct Answer: C
Explanation/Reference:
Identify Cross Cutting Concerns
After you define the layers, you must identify the functionality that spans layers. This functionality is often described as crosscutting concerns, and includes logging, caching, validation, authentication, and exception management. It is important to identify each of the crosscutting concerns in your application, and design separate components to manage these concerns where possible. This approach helps you to achieve better reusability and maintainability.

Question 47
What should you do?
You develop a solution that is managed in Microsoft Visual Studio Team Foundation Server (TFS) source control using three branches according the following table.

<table>
<thead>
<tr>
<th>Branch Name</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEV</td>
<td>Development</td>
</tr>
<tr>
<td>MAIN</td>
<td>Integration</td>
</tr>
<tr>
<td>LIVE</td>
<td>Production</td>
</tr>
</tbody>
</table>

The branch hierarchy is shown in the exhibit. (Click the Exhibit button.)

A new project requires you to divide your team into two separate, and largely independent, teams named Feature Team 1 and Feature Team 2. Each team works on different features.
You need to recommend an effective long-term strategy that:
Allows parallel development,
Allows independent feature releases,
Minimizes conflicts,
Supports integration, and Allows bug fixes to production code.
What should you do?
A. Instruct both feature teams work off the DEV branch. The teams should only check in when they are ready to integrate.
B. Create two new folders named FB1 and FB2 at the same level as the other branches. Instruct Feature Team 1 to check in to FB1 and Feature Team 2 to check in to FB2. When the teams are ready to integrate, perform baseless merges from FB1 to DEV and FB2 to DEV.
C. Instruct Feature Team 1 to check in to the DEV branch and Feature Team 2 to check in to the MAIN branch. When the teams are ready to integration, the DEV branch will be merged into the MAIN branch.
D. Create two branches off DEV named FB1 and FB2. Instruct Feature Team 1 to check-in to FB1 and Feature Team 2 to check-in to FB2. When a team is ready to integrate, FB1 or FB2 will be merged with DEV.
Correct Answer: D
Explanation/Reference:
Example:
Figure, Feature Branching

**Question 48**

What should you do?
Your company is developing a web application by using the Microsoft Visual Studio Scrum 2.0 process template. The development team committed to deliver a set of Product Backlog Item (PBI) work items for the upcoming sprint.
You implement the initial tests for the PBIs in scope for the upcoming sprint. You plan to add more tests during the sprint.
You need to ensure that your test plan automatically includes any new tests.

What should you do?
A. · Create a Microsoft Excel spreadsheet that lists all the acceptance tests for the PBIs.
   · Use a Pivot table to report the test cases per PBI.
B. · Create test case work items for the acceptance tests.
   · Link these test cases to the PBI work items.
   · Add a query based test suite that selects all test cases linked with the PBIs in scope.
C. · Create test case work items for the acceptance tests.
   · Link these test cases to the associated PBI work items.
   · Add the PBIs to the test plan.
D. · Create test case work items for the acceptance tests.
   · Create a suite in Microsoft Test Manager (MTM) and add all test cases to this suite.

Correct Answer: C
Explanation/Reference:
Adding and Linking Test Cases to a Product Backlog Item As part of planning, you create test cases and link them to product backlog items. The recommended client for creating test suites and test cases is Microsoft Test Manager.
Reference: Visual Studio, Product Backlog Item (Scrum)

**Question 49**

What should you do?
Your team uses a single team project for all development. You use the Microsoft Visual Scrum 2.0 process template to manage the software development process.
You have an external client help desk application that issues ticket numbers associated with each client support call.
You need to be able to query TFS and report on help desk ticket numbers from within bug work items.

What should you do?
A. Use the process template editor to modify the process template definition of the bug work item to include a new field.
B. Update the work item ID to match the help desk ticket ID.
C. Use the process template editor to modify the definition of the bug work item in use on the team project to include a new field.
D. Instruct the team to record the TFS bug work item IDs associated with any given help desk ticket in the help desk system.

Correct Answer: C
Explanation/Reference:
Q: How do I customize the bug work item type?
A: You can customize work item types by adding fields, changing the workflow, or changing the form.
Reference: Visual Studio, Bug (Scrum)

**Question 50**

What should you do?
You are utilizing the Microsoft Visual Studio Scrum 2.0 process template. You lead a development team that includes business analysts, developers, and testers.
You need to capture requirements and acceptance criteria. You also need to ensure that requirements and criteria can be versioned and tracked
against individual test cases.
What should you do?
A. Create a document that details the requirements and acceptance tests. Store the document in TFS source control.
B. Create a document that details the requirements and acceptance tests. Store the document in the SharePoint site associated with the team project.
C. Add product backlog item (PBI) work items.
D. Create a spreadsheet that details the requirements and acceptance tests. Store the spreadsheet in TFS source control.
Correct Answer: C
Explanation/Reference:
In Team Foundation Server, the Product Backlog Item (PBI) work item type enables the Scrum Team to capture all of these various requirements with as little documentation as possible. In fact, only the title field is required. Later, as more detail emerges, the PBI can be updated to include business value, acceptance criteria, and the Development Team’s latest estimation of effort.
Reference: Professional Scrum Development with Microsoft Visual Studio 2012 p. 67

Question 51
What should you do?
You are utilizing the Microsoft Visual Studio Scrum 2.0 process template.
Your development team uses the storyboard feature in Visual Studio 2012.
You need to ensure that there is consistency of user interface between different features of the product.
What should you do?
A. Create a design guide document with images of sample standard layouts. Provide a copy of this document to all team members.
B. Create custom storyboard shapes by using Microsoft PowerPoint that match your corporate standard user interface (UI) controls. Export these and make them available to the team as an import for use in all storyboards.
C. Create custom storyboard shapes in PowerPoint that match your corporate standard UI controls. Save the results as a PowerPoint template in the SharePoint site associated with the Team project collection. Instruct team members to import the shapes.
D. Create images of your UI controls as GIF/JPEG files that match your corporate standard UI controls. Export these and make them available to the team as an import for all storyboards.
Correct Answer: B
Explanation/Reference:
You can import storyboard shapes made available to the Visual Studio community or members of your team. Also, you can share custom shapes that you’ve created by exporting them to a storyboard shapes file.
Note: With storyboarding, you turn your ideas and goals into something visual. Your ideas are easier for other people to understand, so they can give you constructive feedback, sooner. You can bring your ideas to life with storyboard shapes, text, animation, and all the other features that PowerPoint Storyboarding provides.
Reference: Visual Studio, Storyboard your ideas using PowerPoint

Question 52
What should you do?
Your geographically dispersed development team is using the Microsoft Solution Framework (MSF) for Agile Software Development 6.0 process template.
You are developing an application that will function on several different types of mobile devices. You need to ensure that developers have access to the designs for each device.
What should you do?
A. Create a Requirements work item type and attach the wireframe design.
B. Print the storyboards’ wireframe designs and tape them to the walls of the main development center.
C. Create a new task for each wireframe design.
D. Create wireframes in Microsoft PowerPoint and link them to the user stories.
Correct Answer: D
Explanation/Reference:
With storyboarding, you turn your ideas and goals into something visual. Your ideas are easier for other people to understand, so they can give you constructive feedback, sooner. You can bring your ideas to life with storyboard shapes, text, animation, and all the other features that PowerPoint Storyboarding provides.
Reference: Visual Studio, Storyboard your ideas using PowerPoint

Question 53
Which basis should you suggest the new product owner use for prioritizing the product backlog?
Your development team uses Scrum as its process framework and utilizes the Microsoft Framework (MSF) for Agile Software Development 6.0 process template.
A new team member who is new to Scrum assumes the role of product owner.
You need to help the new product owner prioritize the product backlog.
Which basis should you suggest the new product owner use for prioritizing the product backlog?
A. personal preference
B. estimated cost and effort for each requirement
C. risk and business value of each requirement
D. technical complexity of each requirement
Correct Answer: C
Explanation/Reference:
In other words, it’s more important to deliver business value in the form of working software than to follow a plan.
Note: The Product Owner represents the stakeholders and is the voice of the customer. He or she is accountable for ensuring that the team delivers value to the business.
To keep your agile team functioning effectively, you must order the items in your product backlog by priority and then update those priorities as the project progresses. All product backlogs must be prioritized based on business value and risk.


**Question 54**

Which three actions should you perform?

You manage a development team that has been assigned the task of developing a reporting application. The team holds a kickoff meeting with the stakeholders to document user requirements.

You review the draft requirements list that results from this meeting.

You need to indicate which requirements likely will require rework before you can send the requirements list to the development team.

Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)

A. Identify requirements that are independent of other requirements. These requirements likely will need to be integrated with the other requirements.

B. Identify requirements that cannot be tested easily. These requirements likely will need details to make them more testable.

C. Identify requirements that do not have estimates. These requirements likely will need additional details before they can be approved.

D. Identify requirements that depend on other requirements. These requirements likely will need to be split.

E. Identify requirements that provide little business value. These requirements likely will need to be reconsidered.

Correct Answer: CDE

Explanation/Reference:

C. Agile estimation techniques won’t remove uncertainty from your early estimates, but they will improve your accuracy as the project proceeds. This is true because Agile estimation methods take actual work into account as the project progresses.

Reference: Agile Estimation Techniques and Process

D (not A): To minimize the complexity organize the Product Backlog requirements to minimize the dependencies.

Reference: Visual Studio, Application Lifecycle Management, Done and Undone

E. To keep your agile team functioning effectively, you must order the items in your product backlog by priority and then update those priorities as the project progresses. All product backlogs must be prioritized based on business value and risk.

Reference: Application Lifecycle Management with Visual Studio Team Foundation Server, Prioritization

**Question 55**

What should you do?

Your development team uses the Microsoft Solution Framework (MSF) for Agile Software Development 6.0 process template.

You need to determine the process to obtain the most accurate estimates for each user story in your product backlog.

What should you do?

A. Have the development team estimate and use the longest estimates.

B. Ask the product owner to provide the estimates.

C. Ask the scrum master to provide estimates.

D. Identify requirements that depend on other requirements. These requirements likely will need to be split.

D. Have the development team estimate until team members reach consensus.

Correct Answer: D

Explanation/Reference:

Planning poker, also called Scrum poker, is a consensus-based technique for estimating, mostly used to estimate effort or relative size of development goals in software development.

In planning poker, each team member has index cards with 1, 2, 3, 5, and 8 printed on them. One team member (preferably the customer or product owner) kicks off a discussion of a feature, and the whole team asks questions and normalizes on the scope and breadth of the feature. When the conversation is complete, a vote is taken: all team members hold up an index card with their estimate on it. It’s important for everyone to do it at the same time so they aren’t influenced by their peers. If everyone holds up cards with the same number, the estimate is official, and you record it. If you don’t have consensus, you investigate why.

Reference: Planning poker; Estimating with Story Points

**Question 56**

What are three possible ways to accomplish this goal?

Your company is developing a new version of an existing application. The current list of feature requests is made up mostly of three years’ worth of bug reports and help desk support call data.

The company has implemented a process for requesting input from its customer base.

You need to be able to prioritize the information and develop an accurate, useful list of feature requests.

What are three possible ways to accomplish this goal? (Each correct answer presents a complete solution. Choose three.)

A. Use focused customer interviews to review the bug reports and help desk data.

B. Create a single requirements document that includes all the bug reports and help desk call items.

C. Working from the bug reports and help desk data, create an Excel workbook project matrix that ranks items based on complexity and priority.

D. Use storyboarding diagrams and work with the stakeholders to filter, map, and expand on the bug reports and help desk data.

E. Hold a series of joint application design (JAD) sessions with representation from support, development, help desk, and customers. Filter out the bad items from the bug reports and help desk data.

F. Create formal requirements documents based on the results of these sessions.

Correct Answer: BCE

Explanation/Reference:

B: Creating a backlog helps you define the work that needs to be done. Once you have a backlog, you can use it to help manage when that work gets done, as well as associate items on the backlog with check-ins, acceptance tests, or other criteria.
Reference: Visual Studio, Create your backlog

Incorporate feedback and gain consensus before moving forward. Microsoft IT held rigorous joint application design (JAD) review sessions with its target users. Customer feedback was captured and incorporated into the design before the team signed off on the plan.

Reference: Using modern apps to streamline and standardize business processes

Question 57
What should you do?

Your network environment includes a Microsoft Visual Studio Team Foundation Server (TFS) 2012 server. Your development team is using the Microsoft Framework (MSF) for Agile Software Development 6.0 process template. You have a number of user stories logged in TFS 2012. Several user stories have external dependencies on an application programming interface (API) that is being developed by a third party. The interfaces for the API have already been agreed upon.

You need to recommend how these external dependencies should be handled in your current sprint.

What should you do?
A. Add a resource to represent the third party and assign all the user stories that have dependencies on the API to this new resource.
B. Add an agreed upon amount of effort to every user story that has dependencies on the API.
C. Move all user stories that have dependencies on the API to the next sprint.
D. Create mockups of the API using the agreed upon interfaces. Add user stories for integration testing to the backlog.

Correct Answer: D
Explanation/Reference:
PowerPoint Storyboards
* Quickly mock up user interfaces and create effective storyboards with PowerPoint using dozens of pre-built shapes
* Animate mock-ups to simulate user interaction
* Link to requirement work items to provide additional context
* Build custom shapes to meet your project requirements
Reference: Visual Studio, Team Collaboration

Question 58
What should you do?

You are planning to develop a new application.
You want to be able to measure the quality of the code you create.
You need to ensure that it is easy to test and obtain high code coverage.

What should you do?
A. Ensure that each class has only one responsibility.
B. Ensure that concrete classes depend only on other concrete classes.
C. Create as few abstract classes and interfaces as possible.
D. Create as many static methods as possible.

Correct Answer: A
Explanation/Reference:
Avoid classes with too much dependencies.

Question 59
Which two actions should you perform?

You create a layered web application. The service layer includes a suite of nUnit tests for the code. The web application contains JavaScript and has no tests.
You configure a build agent running as a service and create an automated build.
You need to include unit testing in the development and automated build of the application. You need to achieve this goal with the least amount of impact to the development team.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A. Configure the build to use the existing nUnit tests.
B. Create QUnit tests to test the JavaScript in the web application.
C. Use Coded UI Tests to test the JavaScript in the web application.
D. Convert all the nUnit tests for the business logic layer into MSTests.

Correct Answer: AB
Explanation/Reference:
A: Let’s now create our first NUnit test project
1. Go to File > New > Project and under Visual C# choose ”Class Library” and rename to ”NUnitTests”. You may also want to rename your ”Class1.cs” into something more sensible e.g. NUnitTests.
2. In the Solution Explorer right-click on references then click ”Manage NuGet Packages”.

B: For our next step we need to add a new class that will contain our test cases. Right-click on the NUnitTests project in the Solution Explorer and choose ”Add > Class”.

C: In the newly created class, let’s add some test cases. Each test case should have a descriptive name and a single test method.

D: Finally, we need to add the tests to our project. Right-click on the NUnitTests project in the Solution Explorer and choose ”Add > Test”.

E: Once added, right-click on the newly created test and choose ”Add > Test Method”. Enter a descriptive name for the test method and add the test code.

F: Finally, we need to compile and run our tests. Right-click on the NUnitTests project in the Solution Explorer and choose ”Build”.

G: If all tests pass, congratulations! You have successfully created your first NUnit test project.
3. On the left tab click on “Online” and then on the Search field type “NUnit” this time. When the result appears click “Install”.

4. All the relevant classes required for NUnit should now be included in the project – it’s now time to write some unit tests!

Question 60
What should you do?
You manage a project that has three teams working in parallel on a single codebase using a Scrum process methodology. You need to ensure that each team can manage work separately while editing a shared codebase.
What should you do?
A. Within a single team project, create separate iteration paths for each team. Assign each team member to their respective iteration path.
B. Create a team project for each team, assigning different team members to each team project.
C. Within a single team project, create three teams. Assign each team member to their respective teams.
D. Create a team project for each team, assigning all team members to each team project.
Correct Answer: C
Explanation/Reference:
You can use the default backlogs with the single team that is created when you create a team project. However, if you want a more nuanced view of progress across several teams, with a separate view of progress for management, you can configure that, too, by creating a hierarchy of teams.

Question 61
Which two actions should you perform?
You design a system architecture that specifies various inter-layer communications. You need to ensure the validity of developers’ code against your architecture.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A. Create a layer diagram and specify the valid namespaces for each layer.
B. Create a gateway check-in that runs a build that validates the rules defined in the layer diagram.
C. Use the architecture explorer to create a DGML model of the architecture.
D. Create a gateway check-in that uses Code Analysis.
E. Create a gateway check-in that runs a build that validates the rules defined in the DGML model.
Correct Answer: AB
Explanation/Reference:
You can perform layer validation every time that you run a local build. If your team uses Team Foundation Build, you can perform layer validation with gated check-ins, which you can specify by creating a custom MSBuild task, and use build reports to collect validation errors.
Reference: Validate Code with Layer Diagrams
Question 62
What should you do?
You develop an n-tier application that includes the following components:
- Database
- Data access layer
- Business logic layer
- Presentation layer (website)
The database has approximately 100 tables and stores large amounts of data.
You need to select a unit testing strategy to verify the business logic layer.
What should you do?
A. Create a mock data access layer.
   - Configure the business logic layer to use the mock data access layer.
   - Write tests against the business logic layer.
B. Create a mock data access layer.
   - Write tests against the mock data access layer.
C. Create a mock business logic layer and a test database.
   - Configure the data access layer to target the test database.
   - Write tests against the business logic layer.
D. Create a test database from a backup of the live database.
   - Configure the data access layer to target the test database.
   - Write tests against the data access layer.
Correct Answer: A
Explanation/Reference:
You mock out the Data Access Layer that is making calls to the database for CRUD operations. Mocking and Unit Testing is about mocking out the Interface of an class/object, mocking up input data objects and output data objects the Interface method is going to use and testing for expected results.

Question 63
What should you do?
You are developing an application that has several automated builds that build, perform code analysis, and unit test portions of your code. Your team also performs peer review for code changes in an informal manner.
You need to meet the following requirements:
- Provide documentation on quality checks and reviews for any changes to the code base.
- Ensure code quality.
- Maintain your team’s efficiency.
What should you do?
A. Institute gated check-ins to the build process.
B. Deny developers check-in permissions. Allow them to shelve changes and have a senior team member check in the shelve-set after review.
C. Utilize the Code Review work items and workflow before check-ins.
D. Perform a weekly code review on subset of recent check-ins.
Correct Answer: C
Explanation/Reference:
Code reviews are a critical part of software development. Not only do they help you keep you defect-count down, they are also a great way to learn from other people’s code. Code reviews also allow teams to communicate changes to the application with their peers.
Note: Visual Studio 2012 includes a Code Review process out of the box by leveraging the Team Foundation Server Work Item Tracking system along with the use of shelvesets. All the information is easily accessible through the redesigned Team Explorer window and Team Foundation Server Web Access. This allows code reviewers to compare code files, annotate them, and send comments back to the requester.

Question 64
Which report should you use?
Historically your IT group has done a poor job of reporting issues and successes to key decision makers in a timely manner, due to incomplete or inconsistent application lifecycle management (ALM) practices.
You are implementing Scrum as the process framework for new projects. The scrum master will publish daily progress reports to the product owner and key stakeholders.
You need to view daily progress and identify if bottlenecks are occurring in the development process.
Which report should you use?
A. Bug Trends
B. Sprint Burndown
C. Cumulative Flow
D. Release Burndown
Correct Answer: C
Explanation/Reference:
* Kanban teams prefer to use a Cumulative Flow Diagram to visualize work across the entire backlog. Visualizing the backlog in this manner can help to identify bottlenecks in the process. Scrum Teams can also use a Cumulative Flow Diagram.
* The Cumulative Flow Diagram (CFD) is an extremely valuable management report. It gives you an at a glance picture of key process variables such as velocity, WIP and ticket cycle times. It can help you release more features faster by identifying bottlenecks and problems in your development process. - See more at:

Incorrect:
Not A: You can use the Bug Trends report to help track the rate at which your team is discovering and resolving bugs.
Not B: By reviewing a sprint burndown report, you can track how much work remains in a sprint backlog, understand how quickly your team has completed tasks, and predict when your team will achieve the goal or goals of the sprint.
Not D: By reviewing the release burndown report, you can understand how quickly your team has delivered backlog items and track how much work the team must still perform to complete a product release.


Question 65
Which two actions should you perform?

You manage several developers who are working on multiple applications.
You need to implement a strategy to provide the audit trail.

Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A. Enable a check-in policy that requires a successful build prior to check-in.
B. Enable a check-in policy that requires a work item to be associated with the check-in.
C. Enable static code analysis during the automated build.
D. Require developers to update the comments field of their tasks with details of any code changes for their tasks.
E. Request that developers enter the work item ID in the check-in comments for any code changes they make.
F. Enable the automated build option to associate work items with the build.

Correct Answer: BF
Explanation/Reference:
B: Be sure that you have configured check-in policies to include the requirement of associating work items on check-in.
F: In mid-2013 Microsoft purchased a product called InRelease from InCycle Software. InRelease was fully incorporated into Team Foundation Server 2013. This capability complemented the automated build and testing processes by allowing a true Continuous Deployment solution. The tools were rebranded "Release Management" for TFS 2013. The Release Management capabilities give teams the ability to perform a controlled, workflow (provided by Windows Workflow Foundation) driven release to Dev, Test and Production environments and provides dashboards for monitoring the progress of one or more releases.

Question 66
Which three practices should you implement?

You are developing a new application. The application will require rapid changes after it is in production.
You need to implement practices that promote high quality and ensure the code is maintainable.

Which three practices should you implement? (Each correct answer presents part of the solution. Choose three.)
A. Refactor code based on code metrics from the maintainability index.
B. Keep the code tightly coupled.
C. Create as few classes as possible.
D. Create unit tests and monitor code coverage.
E. Create as few assemblies as possible.
F. Refactor code based on code clone analysis.

Correct Answer: ADF
Explanation/Reference:
A: Using Code Metrics feature of Visual Studio (or Code Metrics Power Tools if you don’t have Premium or Ultimate edition) you can get some good information about which unit of code or components are candidates for refactoring.
B: Code refactoring is the process of restructuring existing computer code changing the factoring without changing its external behavior.
C: Refactoring improves nonfunctional attributes of the software.
D: To determine what proportion of your project’s code is actually being tested by coded tests such as unit tests, you can use the code coverage feature of Visual Studio. To guard effectively against bugs, your tests should exercise or ‘cover’ a large proportion of your code.

Question 67
Which three key metrics should you measure?

You manage several developers who are working on multiple applications.
You need to implement practices that promote high quality and ensure the code is maintainable.

Which three key metrics should you measure? (Each correct answer presents a complete solution. Choose three.)
A. Number of story points delivered during the sprint
B. Number of tasks added to the sprint after the sprint starts
C. Number of bugs reported by testers
D. Number of classes in the code-base
E. Number of items added to the Product Backlog
F. Number of manual test cases created

Correct Answer: ADEF
Explanation/Reference:
A: Number of story points delivered during the sprint
B: Number of tasks added to the sprint after the sprint starts
C: Number of bugs reported by testers
D: Number of classes in the code-base
F: Number of manual test cases created

**Correct Answer: ABC**
**Explanation/Reference:**

*Track Release Progress*

As the project proceeds from sprint to sprint, your team will track the overall progress toward the next release. Your team will also track its progress to assess and improve its velocity. As your team tracks its progress, it should try to answer the following kinds of questions:

* (A) Are we working on the most appropriate user stories? Your product backlog will be refined with new user stories as the project progresses. However, if the total number of stories in the backlog is not decreasing, even though you are completing stories each sprint, the team should investigate the cause. The stories being completed might not be the best choices.

* (AB) Are we carrying technical debt? Some teams treat a user story as finished even though work such as fixing bugs remains to be completed. Those teams take on technical debt that they must pay later, usually at a higher cost.

* BC: You can use work items to track and manage your work and information about your team project. A work item is a database record that Team Foundation uses to track the assignment and progress of work. You can use different types of work items to track different types of work, such as customer requirements, product bugs, and development tasks.

**Reference:** Visual Studio: Tracking Bugs, Tasks, and Other Work Items

**Question 68**

Which three actions should you perform?

You are a technical team lead. Your company network includes a Microsoft Visual Studio Team Foundation Server (TFS) 2012 server. You are assigned to work on a project with an internal development team and an off-site vendor who is new to working with your company. You need to ensure that the code delivered by the off-site vendor is of an acceptable quality, conforms to standards, and does not affect production support.

Which three actions should you perform? (Each correct answer presents a complete solution. Choose three.)

A. Implement custom and standard check-in policies to force compliance to standards, passing of unit tests, and running static code analysis.

B. Implement a branching and permissions strategy that isolates vendor changes.

C. Implement an email alert that is triggered when the off-site vendor’s developers check in code.

D. Implement a gated check-in build.

E. Implement a policy requiring developers to shelve their changes at the end of each day.

**Correct Answer: ABD**
**Explanation/Reference:**

A: Administrators of Team Foundation version control can add check-in policy requirements. These check-in policies require the user to take actions when they conduct a check-in to source control, for example a user can be required to associate a work item with a changeset.

B: The following are examples of scenarios where you might need to create branches and perform merges:

* If you are having regular problems with broken builds, you should create a development branch to isolate parallel development efforts.

* If you have features that are causing stability issues, or teams causing stability issues among each other, create separate feature or team branches beneath a development container folder in source control.

**Reference:** Visual Studio 2013, Use a gated check-in build process to validate changes; Add Check-In Policies

**Question 69**

Which three benefits should you recommend?

Your company is considering implementing an application lifecycle management (ALM) strategy. You need to identify the return on investment (ROI) of implementing an ALM strategy.

Which three benefits should you recommend? (Each correct answer presents part of the solution. Choose three.)

A. Bug-free software releases

B. Latest best-of-breed tools specific for each role

C. Improved product quality

D. Shortened development cycles

E. Early user feedback

**Correct Answer: CDE**
**Explanation/Reference:**

* Business Benefits of ALM

The introduction of ALM within your organization can result in the following business benefits:

* (C) Quality improvements, so the final application meets the requirements of your customers, and meets quality of service requirements.

* (D) Shorter development cycles and improved productivity through shared best practice, process learning, and improvement.

* (E) Increased collaboration between business and IT—better alignment of the business with IT.

* (G) Increased ability of the IT department to rapidly build and adapt applications to support dynamically changing business requirements.

* Improved project management, including better estimation, better tracking, and better reporting through a single, unified view of the project. The improved integration stems from the use of tools that work together rather than disparate tools, poor integration, and duplicated data.

The net result of these benefits is increased synchronization between IT and your business to deliver improved business value to your customers and to provide an additional competitive advantage.

**Reference:** Driving Your Business Forward with Application Life-cycle Management (ALM)

**Question 70**

Which two actions should you perform?

Business analysts in your organization create large, extremely detailed requirements specifications. Some business analysts report that developers are not delivering according to specifications. You need to improve requirements management and delivery.

* (A) Quality improvements, so the final application meets the requirements of your customers, and meets quality of service requirements.

* (D) Shorter development cycles and increased productivity through shared best practice, process learning, and improvement.

**Correct Answer: ABCD**
**Explanation/Reference:**

A: Work items are a database record that Team Foundation uses to track the assignment and progress of work. You can use different types of work items to track different types of work, such as customer requirements, product bugs, and development tasks.

B: The following are examples of scenarios where you might need to create branches and perform merges:

* If you are having regular problems with broken builds, you should create a development branch to isolate parallel development efforts.

* If you have features that are causing stability issues, or teams causing stability issues among each other, create separate feature or team branches beneath a development container folder in source control.

**Reference:** Visual Studio 2013, Use a gated check-in build process to validate changes; Add Check-In Policies

**Question 71**

Which three actions should you perform?

You need to improve requirements management and delivery.

Business analysts in your organization create large, extremely detailed requirements specifications. Some business analysts report that developers are not delivering according to specifications. You need to improve requirements management and delivery.

* (A) Quality improvements, so the final application meets the requirements of your customers, and meets quality of service requirements.

* (D) Shorter development cycles and improved productivity through shared best practice, process learning, and improvement.

**Correct Answer: ABC**
**Explanation/Reference:**

A: Administrators of Team Foundation version control can add check-in policy requirements. These check-in policies require the user to take actions when they conduct a check-in to source control, for example a user can be required to associate a work item with a changeset.

B: The following are examples of scenarios where you might need to create branches and perform merges:

* If you are having regular problems with broken builds, you should create a development branch to isolate parallel development efforts.

* If you have features that are causing stability issues, or teams causing stability issues among each other, create separate feature or team branches beneath a development container folder in source control.

**Reference:** Visual Studio 2013, Use a gated check-in build process to validate changes; Add Check-In Policies

**Question 72**

Which three actions should you perform?

You need to improve requirements management and delivery.

Business analysts in your organization create large, extremely detailed requirements specifications. Some business analysts report that developers are not delivering according to specifications. You need to improve requirements management and delivery.

* (A) Quality improvements, so the final application meets the requirements of your customers, and meets quality of service requirements.

* (D) Shorter development cycles and improved productivity through shared best practice, process learning, and improvement.

**Correct Answer: ABC**
**Explanation/Reference:**

A: Administrators of Team Foundation version control can add check-in policy requirements. These check-in policies require the user to take actions when they conduct a check-in to source control, for example a user can be required to associate a work item with a changeset.

B: The following are examples of scenarios where you might need to create branches and perform merges:

* If you are having regular problems with broken builds, you should create a development branch to isolate parallel development efforts.

* If you have features that are causing stability issues, or teams causing stability issues among each other, create separate feature or team branches beneath a development container folder in source control.

**Reference:** Visual Studio 2013, Use a gated check-in build process to validate changes; Add Check-In Policies

**Question 73**

Which three actions should you perform?

You need to improve requirements management and delivery.

Business analysts in your organization create large, extremely detailed requirements specifications. Some business analysts report that developers are not delivering according to specifications. You need to improve requirements management and delivery.

* (A) Quality improvements, so the final application meets the requirements of your customers, and meets quality of service requirements.

* (D) Shorter development cycles and improved productivity through shared best practice, process learning, and improvement.

**Correct Answer: ABC**
**Explanation/Reference:**

A: Administrators of Team Foundation version control can add check-in policy requirements. These check-in policies require the user to take actions when they conduct a check-in to source control, for example a user can be required to associate a work item with a changeset.

B: The following are examples of scenarios where you might need to create branches and perform merges:

* If you are having regular problems with broken builds, you should create a development branch to isolate parallel development efforts.

* If you have features that are causing stability issues, or teams causing stability issues among each other, create separate feature or team branches beneath a development container folder in source control.

**Reference:** Visual Studio 2013, Use a gated check-in build process to validate changes; Add Check-In Policies
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A. Require the business analysts to give the developers summaries of each requirement instead of the detailed specification.
B. Require the developers to prioritize requirements.
C. Use Microsoft PowerPoint storyboarding to improve the understanding of requirements.
D. Use the Feedback Manager tool to gather feedback from the business analysts regularly.

Correct Answer: CD

Explanation/Reference:
C. With storyboarding, you turn your ideas and goals into something visual. Your ideas are easier for other people to understand, so they can give you constructive feedback, sooner. You can bring your ideas to life with storyboard shapes, text, animation, and all the other features that PowerPoint Storyboarding provides.

D. Microsoft Feedback Manager released with Microsoft Visual Studio 11 Preview. This feature enables customer or product owner or whatever anyone interested to give feedback on the product or on the implemented user stories.

Reference: Visual Studio 2013: Storyboard your ideas using PowerPoint; Provide feedback using Microsoft Feedback Client

Question 71
What should you do first?
You are a project manager responsible for all phases of a new application development project. Your project is a customer-facing website that is strategic to the rollout of a new product. You need to ensure that the project is delivered on time and on budget with a minimal number of defects.
What should you do first?
A. Create test plans and author test cases.
B. Conduct exploratory test sessions.
C. Illustrate requirements with Microsoft PowerPoint storyboarding and link storyboards to work items.
D. Engage stakeholders to provide feedback about pre-release software.

Correct Answer: C

Explanation/Reference:
With storyboarding, you turn your ideas and goals into something visual. Your ideas are easier for other people to understand, so they can give you constructive feedback, sooner. You can bring your ideas to life with storyboard shapes, text, animation, and all the other features that PowerPoint Storyboarding provides.

Reference: Storyboard your ideas using PowerPoint

Question 72
Which two actions should you perform?
You are developing an application by using a team of developers and a team of testers. You have an automated nightly build. Currently, the testers take too long to test and the developers are closing a large number of bugs as unable to reproduce.
You need to improve the test cycle time.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A. Enable code analysis.
B. Instruct the testers to use diagnostic data collection in their test environment.
C. Instruct the testers to test only every other build.
D. Instruct the testers to use action recordings and playback during manual testing.
E. Assign an extra day for testing at the end of the iteration.

Correct Answer: BD

Explanation/Reference:
You can use Test settings in Microsoft Test Manager and Visual Studio to collect extra data when you run your tests. For example, you might want to make a video recording as you run your test. There are diagnostic data adapters to:
C. Collect each UI action step in text format
D. Record each UI action for playing back
E. Collect system information
F. Collect event log data

Collect IntelliTrace data to help isolate non-reproducible bugs

Reference: Setting Up Machines and Collecting Diagnostic Information Using Test Settings

Question 73
What should you do?
A development team is attempting to use Scrum as its process framework. You join the team as the new scrum master. During a meeting, a developer states that his task is done.
You need to describe to the team how the word done relates to Scrum.
What should you do?
A. The word done indicates that code has been approved for release to production.
B. The word done indicates that code compiles and has been unit tested.
C. The word done indicates that code has been approved through testing and quality assurance.
D. The word done must be defined, communicated, and agreed to by the team.

Correct Answer: D

Explanation/Reference:
The Definition of Done is a simple, auditable checklist created by the Development Team. It must be understandable by the Product Owner, the Scrum Master, and any stakeholders.

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Question 74
What are two possible development processes you could select to achieve this goal?
You manage a highly complex project by using Microsoft Visual Studio Team Foundation Server (TFS) 2012 for application lifecycle management (ALM).
The project has the following characteristics:
* The development team is multi-disciplined, executes all work that is required, and has a high degree of autonomy.
* A key stakeholder acts as product owner to create, prioritize, and manage dynamic product requirements.
* You plan and complete requirements in three week cycles.
* You do not need to keep track of an audit trail.
You need to select a development process.

What are two possible development processes you could select to achieve this goal? (Each correct answer presents a complete solution. Choose two.)
A. MSF for CMMI Process Improvement 6.0
B. Microsoft Waterfall 6.0
C. Microsoft Visual Studio Scrum 2.0
D. Microsoft Security Development Lifecycle (SDL) Process Template
E. Microsoft Kanban 1.0

Correct Answer: CE
Explanation/Reference:
C: You can choose based on the following considerations:
Choose Visual Studio Scrum 2.0 or later version if your team uses Scrum, manages bugs along with product backlog items during sprint planning, and wants work items and processes designed to support Scrum.
Choose MSF for Agile Software Development 6.0 or later version if your team uses Agile methods, and you resolve work items before closing them.
E: You can use the Kanban board with any process template, default or customized. You can update the status of a work item using the Kanban board or the task board by dragging it to its corresponding state column.
Incorrect:
not A: Choose MSF for CMMI Process Improvement 6.0 or later version if your team requires a rigorous audit trail, and follows a formal process for change management.
Not B: Traditional Waterfall is similar to CMMI.
Not D: The SDL has been shown to reduce the number of vulnerabilities in shipping software by more than 50 percent. However, from an Agile viewpoint, the SDL is heavyweight because it was designed primarily to help secure very large products, such as Windows and Microsoft Office, both of which have long development cycles.

Question 75
What should you do?
You are a scrum master.
You are planning a large product development project that will involve more than 15 team members. You want to divide the team members into multiple scrum teams.
You need to ensure that the new teams minimize collisions and maximize release flexibility.

What should you do?
A. Create teams that will target different features.
B. Create teams based on team members’ positions.
C. Create teams based on technology type.
D. Create teams by team members’ experience with the Scrum process framework.

Correct Answer: A
Explanation/Reference:

Question 76
What circumstances should you cancel the current sprint?
Your development team uses Scrum as its process framework.
The business communicates a significant change in direction. The current sprint may become obsolete due to the changes.
You need to determine whether the current sprint should be canceled.
Under what circumstances should you cancel the current sprint?
A. Team members are not able to complete the tasks that were committed to for the sprint.
B. Major changes to have doubled the required time to complete the tasks.
C. Impediments cause the tasks to not be completed within the sprint.
D. The sprint goal becomes obsolete.

Correct Answer: D
Explanation/Reference:

Cancelling a Sprint Rarely does a Sprint need to be canceled, but it does happen. If a Sprint’s forecasted work becomes irrelevant, then there is no reason to continue developing it. This can occur if the product or organization needs to change direction immediately due to a technology or market reason. Only the Product Owner has the authority to cancel a Sprint. He or she may do so under the advisement of others, including stakeholders, the Development Team, or the Scrum Master. Canceled Sprints require the Scrum Team to collaborate and decide if any done work is acceptable and potentially releasable. The Scrum Team should also re-estimate any undone work, returning it to the Product Backlog. The work done on partially completed PBIs depreciates quickly and may not have any value in the future. Needless to say, canceling a Sprint will generate waste.
Reference: Professional Scrum Development with Microsoft Visual Studio 2012 p.16
Question 77
What should you do?
You manage a development team by using Microsoft Team Foundation Server (TFS) 2012. The development team is made up of developers with specific skills.
The project you are developing has the following characteristics:
Several external dependencies exist.
Requirements are well defined and will not change.
If an external dependency on the critical path does not meet a committed to deadline, the project will be impacted.
The impact should be identified and measured.
You need to select the appropriate tool(s) for managing the project.
What should you do?
A. Use Microsoft Project to manage dependencies and integrate with TFS where needed.
B. Use TFS with the Microsoft Visual Studio Scrum 2.0 project template.
C. Use TFS with the Microsoft Solution Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0 project template and the Affects link type for managing dependencies.
D. Use TFS with the MSF for Agile Software Development 6.0 process template and the web access task board.
Correct Answer: A
Explanation/Reference:

Question 78
Which two criteria must the team meet before the issue can be marked as resolved?
Your development team uses Microsoft Visual Studio Team Foundation Server (TFS) 2012 with the Microsoft Framework (MSF) for Capability Maturity Model Integration (CMMI) template.
You are reviewing outstanding issues with your team and trying to agree on whether you can mark a particular issue as resolved.
You need to determine whether the issue has been resolved.
Which two criteria must the team meet before the issue can be marked as resolved? (Each correct answer presents part of the solution. Choose two.)
A. All impediments under an issue have been completed.
B. All user stories under an issue have been completed.
C. Stakeholders are satisfied that the issue has been resolved.
D. All tasks under an issue have been completed.
Correct Answer: CD
Explanation/Reference:
Review Issues for Resolution
After all tasks under an issue have been completed, the stakeholders should decide whether the issue has been resolved.
Reference: Manage issues (CMMI)

Question 79
Which three actions should you perform?
You are using the Microsoft Framework (MSF) for Capability Maturity Model Integration (CMMI) Process Improvement 6.0 process template.
You are the scrum master.
You need to assign product requirements to an iteration.
Which three actions should you perform? (Each correct answer presents part of the solution. Choose three.)
A. Create a test harness to confirm that the business requirements are understood.
B. Find the dependencies among the product requirements.
C. Prioritize each of the requirements.
D. Create a prototype to validate whether or not the requirement can be accomplished.
E. Estimate the cost of each of the requirements.
Correct Answer: BCE
Explanation/Reference:
Assigning Product Requirements to Iterations
Representatives of the business stakeholders and the development team should work together to assign product requirements to iterations. Typically, you do this in a meeting, where you share or project the Office Excel view of the Product Requirements query. The assignment is completed by using the following pieces of information:
* Dependencies among the product requirements. In an incremental series of requirements, the simplest requirements must be tackled before enhancements in the same area.
* The priority of the requirement.
* The estimated cost. Given the number of team members and the length of the iteration, each iteration has only a fixed number of hours that are available for development. Furthermore, a significant number of those hours will be used for iteration planning and other tasks that do not directly involve development.
Reference: MSF for CMMI Process Improvement v6.0 Process Guidance

Question 80
What should you do?
You are using the Microsoft Visual Studio Scrum 2.0 process template. You recently finished a sprint.
You need to conduct a retrospective meeting prior to planning the next sprint.
What should you do?
A. Select items from the product backlog for the next sprint.
B. Decompose the product backlog items into a set of tasks.
C. Determine which items have been finished on the previous day.
D. Analyze the previous sprint to identify what the team is going to do differently during the next sprint.

Correct Answer: D

Explanation/Reference:
This meeting provides an opportunity for the Scrum Team to inspect themselves and identify what went well and what needs improving. If improvements are identified, the team should create an actionable plan for the next Sprint. Nothing is out of scope during—people, relationships, process, and tools can all be discussed. The Scrum this meeting Team may also decide to adjust its Definition of Done to increase product quality. After the meeting, the next Sprint begins.
Reference: Professional Scrum Development with Microsoft Visual Studio 2012 p.6

Question 81
What should you do?
You develop a solution that contains an ASP.NET Model View Controller (MVC) application. You have a continuous integration build named CodeBuild which compiles the application. Your information technology (IT) department provides you with a virtual machine (VM) for testing purposes. The VM has Internet Information Services (IIS) 7.5 installed and configured. Currently, developers publish to the VM directly from Visual Studio when the test team requests a deployment. The current release process is unreliable and burdensome to the development team. You need to create an efficient and flexible method to automate the deployment of the website when requested by the test team.

What should you do?
A. Create a Powershell script that copies the website from the build drop folder to the test VM.
   - Check in the script to TFS.
   - Add an activity to the CodeBuild workflow that invokes the PowerShell script.
B. Create a standard environment using the test VM.
   - Create a lab workflow named DeployBuild and select CodeBuild as the source build.
   - Configure a deployment command to copy the website from the build drop folder to the IIS web directory.
   - Instruct the test team to invoke the DeployBuild when they request a new release.
C. Customize the CodeBuild workflow to copy the website from the build drop folder to the IIS web directory on the test VM.
   - Instruct the test team to invoke the CodeBuild when they wish to test.
D. Make the IIS Web Directory on the test VM a Universal Naming Convention (UNC) file share.
   - Modify the CodeBuild, setting this share as the drop folder for the build.
   - Instruct the test team to invoke the CodeBuild when they wish to test.

Correct Answer: B

Explanation/Reference:
First create a standard environment that uses your virtual and physical machines. Then you can use a build-deploy-test workflow to automatically deploy an application to your standard environment and run automated tests on that application as part of the build process. Users can then access the application in their standard environment, or they can run manual tests or automated tests separate from the build process using Microsoft Test Manager. Reference: Create a build-deploy-test workflow for a standard environment

Question 82
What should you do?
You have a web application that should be automatically deployed to a standard environment, including two staging web servers. You USE the LabDefaultTemplate.11.xaml build process template for your build definition. You plan to run automated tests on the application as part of the build process. You need to configure the build definition to deploy the application.

What should you do?
A. Create deployment scripts to perform the deployment. In the Deploy section of the build process template, select Deploy the build and specify the computer names and the scripts to be executed.
B. In the build definition, specify the MS Build arguments as /p:DeployOnBuild=true;DeployTargetPackage.
C. Define separate drop folders for each web server.
D. In the build definition, specify Private Drop Location. Indicate the scripts to be executed after a successful build.

Correct Answer: A

Explanation/Reference:
The LabDefaultTemplate defines the Lab Management workflow process that enables you build, deploy, and test your application in a lab environment. Run Deployment scripts executes the Run Script On Lab System sequence on each deployment script that is contained in the DeploymentDetails.Scripts property list of the LabWorkflowParameters argument.
Question 83
What should you do?
You develop a web application that will be automatically deployed to a staging web server on which Internet Information Services (IIS) 7 is installed.

You are defining a new build definition based on the DefaultTemplate.xaml build process template. This build definition will run every night and will publish the web application to a specific location.

You provide the following MSBuild arguments in your build definition:

You need to ensure that all prerequisites are installed and configured at the web server to support the build definition.
What should you do?
A. Install a self-signed server certificate for the site on which the web application is deployed.
B. Install Team Foundation Power Tools.
C. Install and configure Microsoft Web Deploy and Web Management Services.
D. Create an FTP site for the address staging.mycompany.com.

Correct Answer: C
Explanation/Reference:
From the argument /p:DeployTarget=MsDeployPublish we see that the Web Deployment method is used.
Note: If the solution build succeeds, Team Build should run the custom project file that controls the deployment of the solution. As part of this process, Team Build will invoke the Internet Information Services (IIS) Web Deployment Tool (Web Deploy) to install the packaged web applications on the destination web servers.

Example:
MSBuild settings:
/p:DeployOnBuild=True
/p:DeployTarget=MsDeployPublish
/p:MsDeployPublishMethod=WMSVC
/p:MsDeployServiceUrl=https://staging.mycompany.com:8172/msdeploy.axd
/p:DeployIsAppPath=staging.mycompany.com\virtual_directory_name
/p:AllowUntrustedCertificate=True

Would correspond to:

Reference: Creating a Build Definition That Supports Deployment

Question 84
Which two actions should you perform?
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 URL(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 CodedUI Tests in Microsoft Visual Studio.
D. Create a complete set of unit test projects within Microsoft Visual Studio 2012.

Correct Answer: BC
Explanation/Reference:

Question 85
What are two possible ways to achieve this goal? Your company’s help desk support team comprises a single individual using an Excel spreadsheet to track tickets. You want to improve the flow of information between the help desk and your development team. You need to ensure that the lead developer receives updates only when new software defects are reported by the help desk. What are two possible ways to achieve this goal? (Each correct answer presents a complete solution. Choose two.)

A. Create a custom list on SharePoint to capture ticket information.
B. Use the System Center 2012 Ticket Manager to capture tickets from the help desk.
C. Create a team project on your Team Foundation Server with a custom process template to track tickets.
D. Create a complete set of unit test projects within Microsoft Visual Studio.

Correct Answer: AC
Explanation/Reference:

A: Trouble Ticket - Helpdesk Template for SharePoint 2013 This is a SharePoint 2013 template for a HelpDesk / Trouble Ticket system. It’s easy to set up and customize and it works great for IT service businesses that support multiple external clients.
B: Team Foundation Server (TFS) provides a great mechanism for creating and managing tickets via its powerful work item tracking functionality. Such tracking is typically accomplished in one of two ways. In the first, a support representative with access to TFS via its Web interface (known as Team System Web Access, or TSWA) creates a custom work item type for a support ticket, entering the necessary details. In the second method, an interface is created to wrap around the work item functionality and simplify access to it for external users who don’t need to know about TFS. The work item is then typically assigned to a software engineer who tracks and manages the work item from within Visual Studio. T
Reference: Build a Ticketing System Using Exchange and Team Foundation Server; Trouble Ticket - Helpdesk Template for SharePoint 2013

Question 86
What should you do? Your team is setting up a test lab for the test team. Hyper-V is not the company virtualization standard. You are in a planning meeting representing the development team. The information technology (IT) group indicates that they are reluctant to purchase a Hyper-V server and have limited resources available for maintaining test environments. You need to suggest a solution for managing pre-production environments. What should you do?

A. Explain that Standard Environments in Lab Management can be used, but that IT will still have to provision test VMs.
B. Explain that TFS Lab Management is a solution, but requires Hyper-V.
C. Explain that Standard Environments in Lab Management is a solution, but requires physical machines.
D. Explain that Lab Management is a solution and that IT will not need to be involved since Lab Management can be used to self provision test VMs.

Correct Answer: A
Explanation/Reference:

Standard Environments: Standard environments can contain a mix of virtual and physical machines. You can also add virtual machines to a standard environment that are managed by third-party virtualization frameworks. In addition, standard environments do not require additional server resources such as an SCVMM server.

SCVMM environments: SCVMM environments can only contain virtual machines that are managed by SCVMM (System Center Virtual Machine Manager), so the virtual machines in SCVMM environments can only run on the Hyper-V virtualization framework. However, SCVMM environments provide the following automation and management features that are not available in standard environments.

Question 87
Which three actions should you perform? 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. · Use the System Center 2012 Ticket Manager to capture tickets from the help desk.
C. · Create a team project on your Team Foundation Server with a custom process template to track tickets.
D. · Create a custom list on SharePoint to capture ticket information.
E. · Have the lead developer subscribe to an alert for each ticket that is created with a type of software defect.
F. · Enable the ticket integration adapter to push tickets captured in System Center to TFS as bug work items.

Correct Answer: AE
Explanation/Reference:

A. Review the sprint Burndown chart.
B. Have the lead developer subscribe to an alert for each ticket that is created with a type of software defect.
C. Enable the ticket integration adapter to push tickets captured in System Center to TFS as bug work items.

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.

Correct Answer: BCF
Explanation/Reference:
C: 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
Incorrect:
Not A: The burndown chart is mostly use to examine sprint progress. 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 Not D: Story points should be already assigned to PBIs during identification for the sprint.
Not E: The product backlog is primarily managed by your product owner and contains a high- level view of all the work that your team must complete to create the product. Your product owner ranks the user stories in the product backlog and provides sufficient detail during the sprint planning meeting so that your team can estimate and implement each user story. Product Backlog Estimate units: Story Points (while Sprint backlog Estimate units is hours).
Reference: Comparing the Product and Sprint Backlogs

Question 88
What should you do?
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.
Correct Answer: A
Explanation/Reference:
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.
Incorrect:
Not D: 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 89
Which three actions should you perform?
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.
Correct Answer: ADE
Explanation/Reference:
A: The following image displays an example capacity configuration.
**Question 90**

What should you do?

You are part of a scrum team that is trying to identify user stories to complete in the next sprint.

1. You and the team need to select user stories for the next sprint.
2. 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.

**Correct Answer:** C

**Explanation/Reference:**

> * 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 acceptance criteria and their Definition of Done. according to the
> * A team may write its user stories in a number of ways as long as they are written from the perspective of the end user. Put another way, team members are encouraged to think of their work from the perspective of who will use it (hence user story). A team can express a story as a noun (i.e. text message on a cell phone project) or a se (i.e. debug GPS tracking system). sentence or phra

Reference: Professional Scrum Development with Microsoft Visual Studio 2012 p.169

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**Question 91**

Which three elements should you use?
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  

Correct Answer: ACD

Explanation/Reference:  
A Project Flexibility Matrix is a simple but effective tool that helps guide tradeoff discussions on Scope, Resources and Schedule during project definition and planning work. The matrix is used to clarify what constraints are flexible and what project goals must be held.

**Question 92**

What should you do?  
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.

Correct Answer: A

Explanation/Reference:  
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.

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**Question 93**

Who should be responsible for assigning work to team members?  
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

Correct Answer: A

Explanation/Reference:  
* 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.  
* With sprints defined, team members can assign work items to current or future iterations.

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**Question 94**

Which three architectural goals and principles should you adopt?  
You are the lead developer and architect of a development team that develops line of business (LOB) applications. You need to define an architectural design process for the LOB applications. Which three architectural goals and principles should you adopt? (Each correct answer presents a complete solution. Choose three.)

A. Build to change, instead of building to last.  
B. Model to analyze and reduce risk.  
C. Consider the team velocity.  
D. Use models and visualizations as a communication and collaboration tool.  
E. Baseline the architecture to ensure consistency and minimize deviation.

Correct Answer: ABD

Explanation/Reference:  
Key Architecture Principles  
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.


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**Question 95**

Which three actions should you and the team perform?

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.

Correct Answer: BCD

Explanation/Reference:

C: Change the state of the PBI from Approved to Committed when the team has committed to implementing the backlog item in the current sprint.
D: Use TFS (Team Foundation Server) 2012 for release management of Microsoft Visual Studio projects.

Incorrect:

not E: There is no such no Iteration Planning workbook.

Reference: Agile Project Management using TFS 2012: Product Backlog Item (Scrum)