Vendor: IBM

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Version: DEMO

QUESTION 1
What is a typical breakdown of total project effort across the phases?

A. Inception 20% Elaboration 50% Construction 20% Transition 10%
B. Inception 5%, Elaboration 20%, Construction 45%, Transition 30%
C. Inception 10% Elaboration 10% Construction 70% Transition 10%
D. Inception 5% Elaboration 20% Construction 65% Transition 10%

Answer: D

QUESTION 2
How does an iterative approach help with resource and cost control?

A. It allows the Project Manager to control allocation of resources by phase. Artifacts evolve as required by each phase and there is increased precision of cost estimates from phase to phase.
B. It allows the Project Manager to make budgetary requests with each iteration. These requests are based on the expansion of project scope as requested by the customer.
C. It allows iterations to be planned in advance and in detail for all phases. It helps establish costs and a profile of resource usage can be generated in advance for the entire project.
D. It allows iterations to be de-scoped as required, at the direction of the Project Manager. It allows better management of costs as features can be moved to later iterations when resources are available.

Answer: A

QUESTION 3
Which two statements are true about iterations? (Choose two.)

A. Working software is always delivered to the customer.
B. An iterations always has a plan and evaluation criteria.
C. An iteration is a mini project with a plan, deliverables and assessment.
D. There are always multiple iterations in each phase.

Answer: BC

QUESTION 4
Which is a fine-grained plan?

A. Software Development Plan
B. Business Case
C. Iteration Plan
D. Risk Management Plan

Answer: C

QUESTION 5
Which two concepts guide iterative development? (Choose two.)

A. early completion of simple features, to show progress to the customer
B. informal plans, allowing features to be moved to future iterations

C. early baselining of architecture, allowing stability in planning, content and organization
D. scope validation by stakeholders, to account for their needs

Answer: CD

QUESTION 6
Why does the risk-time profile decline more rapidly for iterative development than waterfall development? (Choose two.)

A. Iterative development exposes design flaws and enables resolution earlier in the lifecycle.
B. With iterative development, customer satisfaction is maintained by early, incremental deliveries of capability.
C. In iterative development, the software architecture can be revised in any iteration to support new features and overcome performance problems.
D. Iterative development allows key, non-functional requirements (i.e. performance, fault tolerance and maintainability) to be addressed early in development.

Answer: AD

QUESTION 7
In planning for iterative development, the Project Plan is referred to as a _____.

A. roadmap
B. fine-grained plan
C. detailed plan
D. risk management tool

Answer: A

QUESTION 8
Which three work products belong in the Project Management discipline? (Choose three.)

A. Risk Management Plan
B. Business Case
C. Test Evaluation Summary Report
D. Project Plan

Answer: ABD

QUESTION 9
In the Construction phase, what are the two areas of focus of the Iteration Plan? (Choose two.)

A. development efficiency
B. project scoping
C. architectural risks
D. product quality

Answer: AD

QUESTION 10
Which two factors determine the duration of an iteration? (Choose two.)

A. the size of the project
B. the priority set by the customer on particular features
C. the requirement for a minimum of six iterations in a project
D. the level of automation used to manage code, distribute information and perform testing

Answer: AD

QUESTION 11
Which two statements are true about an Executable Architecture? (Choose two.)

A. It is a disposable prototype of the application.
B. It is a simulation of the executing system.
C. It is a validation (testable) of the architecture.
D. It is the baseline for the rest of development.

Answer: CD

QUESTION 12
Which is part of the evaluation criteria for successful completion of the Elaboration phase?

A. A final set of requirements is agreed upon.
B. All detailed design documents are reviewed.
C. The architecture is stable.
D. Less than 50% of project budget is expended.

Answer: C

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