



**Vendor:** IBM

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#### 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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