

Implementing Agile: Creating an Agile Environment

Q.1 As projects are being undertaken in a volatile business environment, the responsibilities of a project manager extends and changes accordingly. These changes may be best summarised as one in which:

- a) The emphasis shifts from “managing coordination” to “facilitating collaboration”
- b) Focusses primarily on building communication and coordination within the team
- c) The purpose of the project is defined clearly and completely by the manager
- d) All of the above responses are correct

Q.2 When projects are undertaken using an agile, adaptive approach, the flow of value is optimised throughout the project. This is a necessary consideration for agile, adaptive projects. When project teams think of how to optimize the flow of value, the benefit/benefits that become apparent include

- a) People are more likely to collaborate
- b) Teams finish valuable work faster
- c) Teams wastes much less time because they do not multi task and have to re-establish context
- d) All of the above

Q.3 Jeffry, spends most of his time with stakeholders, customers, and the teams to define the project direction. He has a strong business background and brings deep subject matter expertise to the decisions that he makes. He is not necessarily familiar with system integration and needs help on how to organize and manage projects that are highly technical by nature. Based on the above information, you would infer that Jeffry is a

- a) Team facilitator
- b) Cross functional team member
- c) Product owner
- d) Servant leader

Q.4 Your project sponsor has indicated a strong need for a person who is able to remove impediments faced by a team that is going to undertake an IT project. Such a person should have leadership skills aimed at serving the needs for facilitating the team and providing coaching required. He suggests a person who is essentially an internal coach who has strong relationships in the organization. Based on the above information, you would infer that what your sponsor is requiring is a

- a) Team facilitator or project team lead
- b) Servant leader or product owner
- c) Cross functional team member
- d) All of the above

Q.5 You receive a tender for a project. This tender stipulates that the team members involved in the project should be people who have a defined, recognized specialization and play a primary role in the project. However, they should, in addition, possess skills, versatility and aptitude for collaborating with other people when and where necessary. Your HR department has requested you for a team to describe such people to advertise for such people. What term would best describe such people indicated in the tender?

- a) Generalizing specialist
- b) Collaborative specialist
- c) Cross functional team member
- d) Servant leaders

Q.6 Multitasking is used to optimize human resources. This practice requires teams to be multi skilled and be able to apply their skills across a number of different projects. This mode of managing cross functional teams is used especially when managing complex projects. To what extent is the statement above correct?

- a) It is correct for projects that have changing stakeholder requirements
- b) It is correct for projects that require changing technical expertise
- c) It is incorrect as multitasking may speed up the progress of the entire team initially but eventually the project gets delayed as requirements change
- d) It is incorrect as multitasking slows the progress of the entire team because team members waste time context switching and/or waiting for each other to finish their work



Q.7 You have been assigned with the task of creating adequate workspaces for project team members so that they can work together and collaborate with each other. Such spaces should be quiet so that team members may work uninterrupted. At the same time, they need to be able to communicate with each other as and when required remotely as virtual teams. Techniques that may be considered for managing communications in dispersed teams as indicated above are called

- a) Remote communications and virtual teams
- b) Remote knowledge cafes and fishbowl approach
- c) Remote pairing and fishbowl windows
- d) Remote team work spacing and peer assists

Q.8 An agile specialist overseeing your project recommends that in addition to a project charter, you will need a team charter as well. This is necessary to define team norms that define how teams work together so that efforts of all team members coalesce around the project. In this regard, the project charter should be “agile” and one that

- a) Defines the project vision
- b) Defines the project’s release criteria
- c) Explains the project’s release criteria
- d) All of the above

Q.9 One of the principles behind the Agile Manifesto is that at regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly. This principle is best demonstrated through which of the following practices

- a) Retrospectives
- b) Backlog refinement
- c) Daily stand ups
- d) Demonstration/reviews

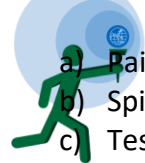
Q.10 A project team member who recently joined the team has been told to ensure that the list of all work, sometimes referred to as a backlog, be done by the team is managed well. He is approaching you to clarify the difference between backlog preparation and backlog refinement. How would you respond?

- a) Backlog preparation involves preparing all stories for the entire project before the project starts and backlog refinement involves refining enough stories so that the teams understand what the stories are
- b) Backlog preparation involves preparing stories for the first release before the project starts and backlog refinement involves refining all stories so that the teams understand what the stories are in totality
- c) Backlog preparation involves preparing stories for the first release before the project starts and backlog refinement involves refining enough stories so that the teams understand what the stories are
- d) Backlog preparation involves preparing all stories for the entire project before the project starts and backlog refinement involves refining involves refining all stories so that the teams understand what the stories are in totality

Q.11 For projects that adopt agile approach to project management, teams are required to periodically demonstrate the working product to a product owner that either accepts or declines what has been demonstrated. What is the primary difference in demonstration/reviews for iteration based and flow based agile as far as product demonstrations are concerned?

- a) In iteration based agile, the team demonstrates all completed work items at the end of the iteration whereas for flow based agile, the team demonstrates completed work items when enough features have been completed.
- b) In iteration based agile, the team demonstrates all completed work items at the end of the sprint whereas for flow based agile, the team demonstrates completed work items when all features have been completed.
- c) In iteration based agile, the team demonstrates critical work items at the end of the iteration whereas for flow based agile, the team demonstrates critical work items when enough features have been completed.
- d) In iteration based agile, the team demonstrates all completed work items at the end of the iteration whereas for flow based agile, the team demonstrates completed work items when all features have been completed.

Q.12 Which of the following technical practices, does not help teams to deliver value at maximum speed?



- a) Paired testing
- b) Spikes.
- c) Test Driven Development.
- d) Acceptance Test Driven Development.

Q.13 Your software development team has been asked to improve the results of their software projects due to increasing competition from your competitors who have consistently delivered better results than your team has. To do so, an agile coach has recommended the introduction of pair programming, test first programming as well as incremental design. These are examples of primary practices of

- a) Technical Extreme Programming
- b) Integration Extreme Programming
- c) Kanban Method.
- d) Crystal Method.

Q.14 An organizations culture influences its agile practices. Hence it is important to assess an organization culture different extreme to assess an organizations priority and by doing so, establish agile practices that best fit those priorities. Which of the following extremes may be used to assess such dynamics within an organizational setting?

- a) Exploration vs Predictability
- b) Execution vs Flexibility
- c) Speed vs Stability
- d) All of the above

Q.15 The Agile Manifesto values customer collaboration versus contract negotiation. This involves developing and sustaining a collaborative approach that shares a risk reward relationship between a supplier and a company. A contracting technique that formalises this dynamic is called?

- a) Multi-tiered structure
- b) Emphasize Value Delivered
- c) Fixed Price Increment
- d) All of the above

Q.16 You are the team facilitator for your project team that is developing a software with multiple features. Your immediate superior is expressed concern that he is unable to assess the progress of your team in so far as determining how far the team has progressed in terms of how many features have been completed and how many features are remaining. You assure him that he should not be unduly concerned by showing him

- a) Burn down chart
- b) Feature chart
- c) Total feature chart
- d) All of the above

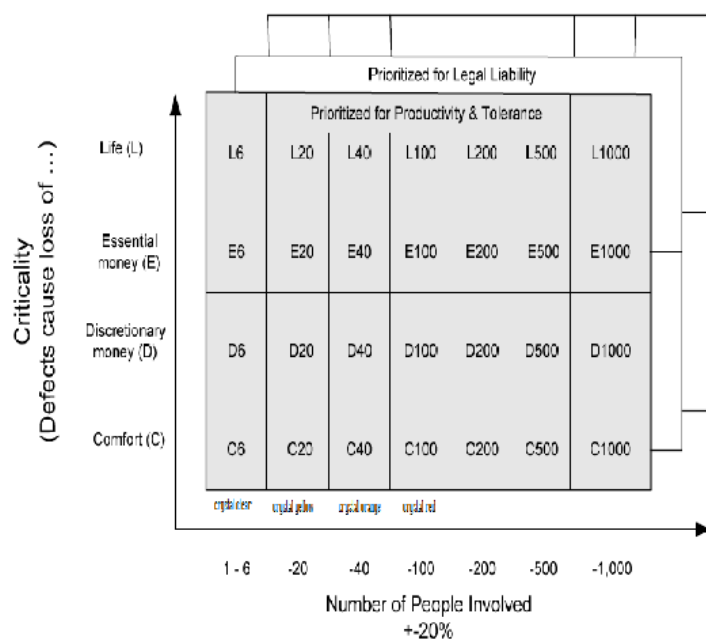
Q.17 Your organization has been adopting predictive project management for many years. The senior management team has realized that the time for change has come and has expressed willingness to change. They want to know what factor/s motivate the use of change management practices in an agile context. Your response is

- a) Changes associated with accelerated delivery only
- b) Changes associated with agile approaches only
- c) Changes associated with accelerated delivery as well as agile approaches
- d) Changes associated with neither accelerated delivery as well as agile approaches

Q.18 You are a Product Owner. In order to encourage the project team to conduct backlog refinement and backlog preparation meetings you may

- a) Encourage the team to work as triads of developer, tester, business analyst
- b) Present the overall story concept to the team
- c) Work with the team to find various ways to explore and write user stories together
- d) Do all of the above

Q.19 Your company has bid for a number of software development projects that require a slightly tailored set of policies, practices and processes in order to meet the projects unique characteristics of varying criticality and number of people involved as per the diagram below

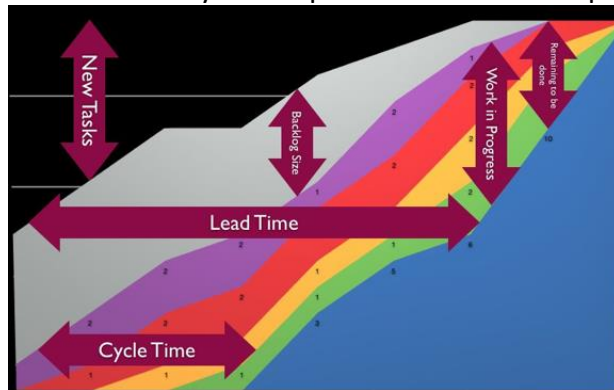


'sia.com

The most appropriate method for undertaking such projects is called

- a) Crystal methods
- b) Dynamic Systems Development Method
- c) Agile Unified Process Method
- d) Scrumban

Q.20 For establishing the work in process your client has requested you to track and provide to them the status of overall work accumulation in order to minimize delay to the overall feature delivery. A sample of information requested for is provided below.



Which of the following describes what the diagram above represents?

- a) Cumulative Process Diagram of Lead vs Cycle Time
- b) Cumulative Task Diagram of Completion
- c) Cumulative Duration Diagram of Project Progress
- d) Cumulative Flow Diagram of Completed Features

Answers:

No.	Answer
1.	A
2.	D
3.	C
4.	A
5.	A
6.	D
7.	C
8.	D
9.	A
10.	C
11.	A
12.	A
13.	A
14.	C
15.	D
16.	B
17.	C
18.	D
19.	A
20.	D



PMPmalaysia.com