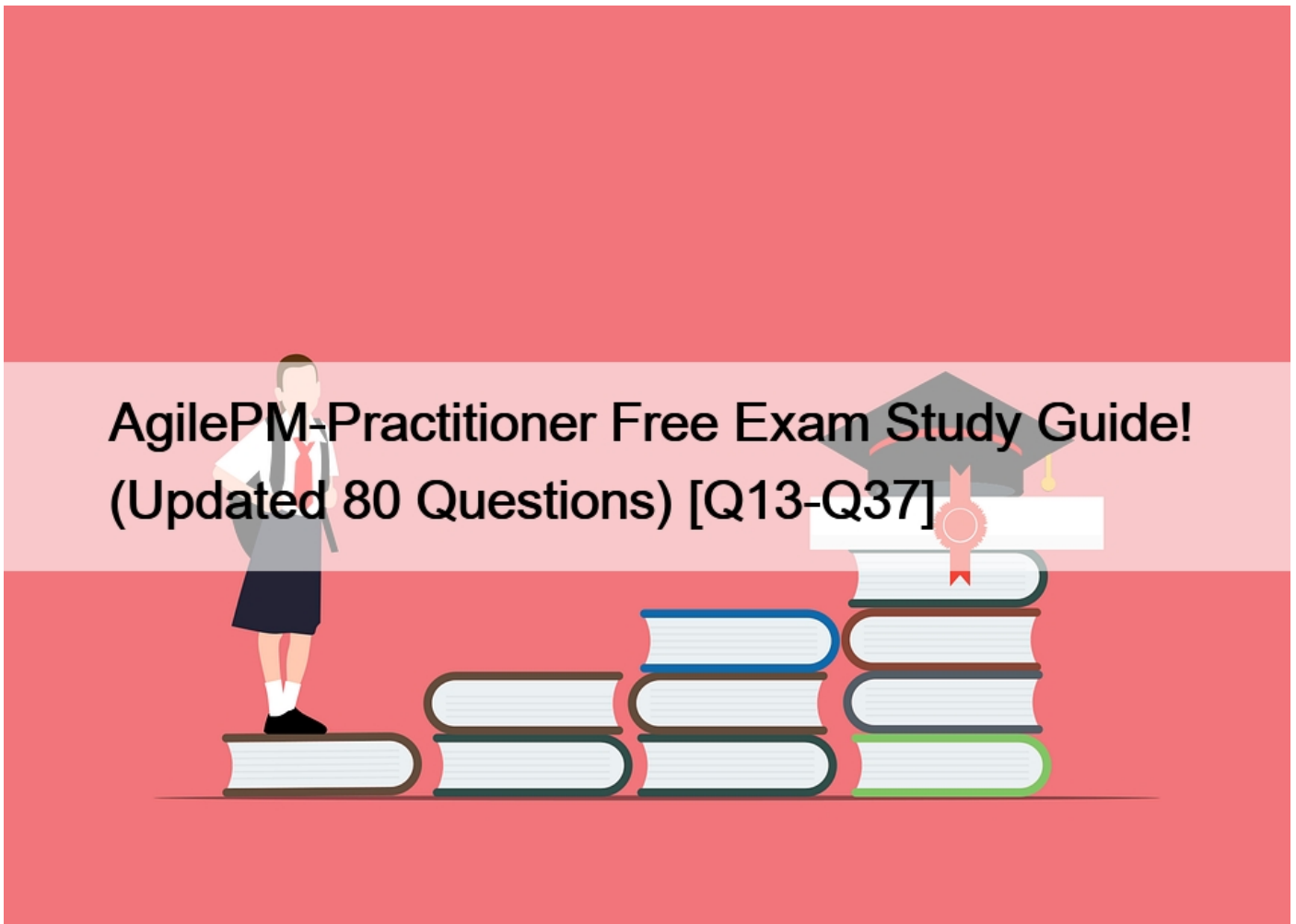


AgilePM-Practitioner Free Exam Study Guide! (Updated 80 Questions) [Q13-Q37]



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AgilePM-Practitioner Dumps for AgilePM Certified Exam Questions and Answer

QUESTION 13

Which 2 actions should the Team Leader take to implement the new Must

Have requirement?

- * Consolidate and circulate an agenda for the workshop.
- * Add the additional tasks required to create the financial transaction functionality to the Timebox Plan.
- * Discuss the development interfaces and dependencies with the Solution Development Team to ensure the associated Timebox is appropriate.
- * Agree to de-scope Should Have and/or Could Have requirements to allow for the new Must Have functionality.
- * Source and hire a web developer with experience in developing online financial transaction functionality.

QUESTION 14

Answer the following questions about actions to be taken by different roles.

The Business Sponsor has decided that the new coffee shop insurance

product website pages will include the financial transaction functionality to support the end-to-end sales process. The Business Sponsor views this as a valuable sales tool, enabling customers to pay for insurance policies online. If successful, this new financial transaction functionality is to be made available across all other insurance products. This is a new Must Have requirement.

All parties are to be invited to a workshop to discuss the additional work required to deliver the required solution including the new Must Have requirement. The areas to be discussed include specialist skills required and possible legal, financial and technical standards to be adhered to.

Remember to limit your answers to the number of selections requested in each question.

Which 2 actions should the Business Sponsor take to implement the new Must Have requirement?

* Check for any documented standards which need to be applied to the

development of online financial transaction functionality.

- * Check the viability of the project, following the inclusion of the new Must Have requirement.
- * Source and hire a web developer with experience in developing online financial transaction functionality.
- * Send a company-wide communication to explain the implications of the business change to all interested parties.
- * Assess the impact of the new Must Have requirement on the original Business Case.

To implement the new Must Have requirement for the coffee shop insurance product website, which includes financial transaction functionality, the Business Sponsor should take the following actions:

Selected Actions for the Business Sponsor:

B; Check the viability of the project, following the inclusion of the new Must Have requirement.

E: Assess the impact of the new Must Have requirement on the original Business Case.

B: Evaluating the project's viability after adding a significant new requirement is crucial. This involves analyzing whether the project can still meet its objectives within the given constraints, such as time, budget, and resources, especially when the new requirement could potentially add complexity and cost.

E: Understanding how the new requirement affects the original Business Case is essential. This involves reassessing the project's expected benefits, costs, and risks in light of the new functionality. It ensures that the project remains aligned with business objectives and continues to offer a viable return on investment.

Why Other Actions Are Less Suitable:

A; While ensuring adherence to relevant standards is important, it is more of a task for the technical team or a specific role such as the Technical Coordinator, rather than the primary responsibility of the Business Sponsor.

C: Sourcing and hiring specific technical expertise, such as a web developer with experience in online financial transactions, is generally a responsibility delegated to the Project Manager or relevant technical leads, not the Business Sponsor directly.

D: While communicating business changes to all interested parties is important, the specific action of explaining the implications of the business change company-wide is more likely to be a collaborative effort involving several roles, including the Business Change Manager, rather than solely the Business Sponsor's responsibility.

QUESTION 15

The building has had all the old utility services removed and new wiring and plumbing is being installed during Evolutionary Development. On average there are four electrical and six plumbing contractors who are engaged for between a few days and a few weeks. They are finding it difficult to work round each other and to know who should be where. Some of the contractors have started to turn up late to the site.

Many floor boards have been lifted in preparation but it is not clear where the radiators are being situated or when each room is going to be worked on by the plumbers. The Chief Accountant, acting as Business Ambassador, is also alarmed that the electrical sockets are being installed in rooms in inaccessible locations.

Answer the following questions about motivating the contractor teams according to Agile Project Management.

How should the Project Manager encourage the resources to operate more successfully?

- * Facilitate a workshop with the Solution Development Team to establish a co-ordinated Timebox Plan.
- * Hold a separate Daily Stand-up meeting for contractors only.
- * Provide a detailed plan of activity for each contractor team.
- * Schedule the electrical and plumbing teams so that they work on different Timeboxes.

QUESTION 16

Using the Project Scenario and the additional information provided for

this question in the Scenario Booklet, answer the following questions

about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when producing an Outline Business Case to support the Feasibility Assessment?

- * The Feasibility Assessment should contain a detailed description of costs and benefits associated with the refurbishment.
- * Enough description of the required refurbishment work should be provided to enable the Architecture and Finance Director to decide whether the project should proceed.
- * During Feasibility, potential beneficiaries of the project should be involved when the Outline Business Case for the refurbishment is created.
- * The Outline Business Case should demonstrate the mitigation of all business risks associated with the refurbishment.
- * The Outline Business Case should describe the full team structures to be engaged for the later phases of the project.

In applying Agile Project Management to the creation of an Outline Business Case in support of the Feasibility Assessment, the following two statements are most appropriate:

B: Enough description of the required refurbishment work should be provided to enable the Architecture and Finance Director to decide whether the project should proceed.

Agile approaches favor providing just enough detail to make informed decisions without going into unnecessary depth at early stages. This allows for flexibility and adaptation as more information becomes available.

C; During Feasibility, potential beneficiaries of the project should be involved when the Outline Business Case for the refurbishment is created.

Agile methodologies emphasize stakeholder engagement and user involvement early and throughout the project. This ensures that the project delivers value and meets the needs of those it is intended to benefit.

QUESTION 17

Using the project timeline given in the Project Scenario, answer the following question about application of Timeboxing on the Hoy Hall project.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies.

Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

Assertion :

1. All internal works to be assigned to Timber Tigers throughout the project should be consolidated into one Structured Timebox.

BECAUSE

The Investigation step within each Structured Timebox requires everyone working within the team to jointly agree how the requirements of the Timebox will be met.

2. Acceptance criteria for the front rooms to be developed in Timebox A should be described in detail and agreed during the Timebox Kick-Off BECAUSE The aim of the Investigation step within each Timebox is to complete as much of the development work as possible.

3. It is appropriate that both the Evolutionary Development phase and Deployment phase are shown in the first Project Increment.

BECAUSE

Each Timebox should comprise an Evolutionary Development phase and

Deployment phase.

4. It is appropriate that the outputs of Timebox C are scheduled for deployment at the end of the first Project Increment.

BECAUSE

A typical Timebox Plan should provide a schedule of high-level activities for the imminent Project Increment.

5. It is appropriate that Earth Excavations create a detailed plan of activities they will complete during Timebox C.

Reason

BECAUSE

The Solution Development Team is responsible for planning the detail of all the work of each Timebox.

#	Assertion		Reason
1.	All internal works to be assigned to Timber Tigers throughout the project should be consolidated into one Structured Timebox.	BECAUSE	The Investigation step within each Structured Timebox working within the team to jointly agree how the requirements will be met.
2.	Acceptance criteria for the front rooms to be developed in Timebox A should be described in detail and agreed during the Timebox Kick-Off.	BECAUSE	The aim of the Investigation step within each Timebox is to plan the development work as possible.
3.	It is appropriate that both the Evolutionary Development phase and Deployment phase are shown in the first Project Increment.	BECAUSE	Each Timebox should comprise an Evolutionary Development phase and a Deployment phase.
4.	It is appropriate that the outputs of Timebox C are scheduled for deployment at the end of the first Project Increment.	BECAUSE	A typical Timebox Plan should provide a schedule of high-level activities for the imminent Project Increment.
5.	It is appropriate that Earth Excavations create a detailed plan of activities they will complete during Timebox C.	BECAUSE	The Solution Development Team is responsible for planning the detail of all the work of each Timebox.

	A	B	C	D	E
1.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	A	B	C	D	E
1.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explanation:

For each line, here is the appropriate option from A to E that applies:

* All internal works to be assigned to Timber Tigers throughout the project should be consolidated into one Structured Timebox.

* E. False (Assertion) False (Reason)

* Rationale: It is not practical or in line with Agile principles to consolidate all internal works into one Structured Timebox, as the work will likely need to be spread over multiple Timeboxes.

Additionally, the Investigation step involves agreeing on how to meet the requirements of the Timebox, not necessarily consolidating all work into one.

* Acceptance criteria for the front rooms to be developed in Timebox A should be described in detail and agreed during the Timebox Kick-Off

* B. True (Assertion) True (Reason) BUT the reason does not explain the assertion

* Rationale: While it is true that acceptance criteria should be agreed upon during the Timebox Kick-Off, the reason given is incorrect because the aim of the Investigation step is not necessarily to complete as much development work as possible but to plan and understand the work that will be carried out.

* It is appropriate that both the Evolutionary Development phase and Deployment phase are shown in the first Project Increment.

* A. True (Assertion) True (Reason) AND the reason explains the assertion

* Rationale: Each Timebox should indeed include both Evolutionary Development and a Deployment phase. This assertion and reason correctly align with the concept of Timeboxing in Agile.

* It is appropriate that the outputs of Timebox C are scheduled for deployment at the end of the first Project Increment.

* A. True (Assertion) True (Reason) AND the reason explains the assertion

* Rationale: The typical Timebox Plan does provide a schedule of high-level activities for the imminent Project Increment, which would include planning for deployment.

* It is appropriate that Earth Excavations create a detailed plan of activities they will complete during Timebox C.

* C. True (Assertion) False (Reason)

* Rationale: While it is true that Earth Excavations should create a detailed plan for their activities in Timebox C, the reason is incorrect as the Solution Development Team is not solely responsible for planning all work details within a Timebox. This task would typically be a collaborative effort involving all relevant parties.

QUESTION 18

Using the project timeline given in the Project Scenario, answer the following question about application of Timeboxing on the Hoy

Hall project.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies.

Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

Assertion :

1. All internal works to be assigned to Timber Tigers throughout the project should be consolidated into one Structured Timebox.

BECAUSE

The Investigation step within each Structured Timebox requires everyone working within the team to jointly agree how the requirements of the Timebox will be met.

2. Acceptance criteria for the front rooms to be developed in Timebox A should be described in detail and agreed during the Timebox Kick-Off BECAUSE The aim of the Investigation step within each Timebox is to complete as much of the development work as possible.

3. It is appropriate that both the Evolutionary Development phase and Deployment phase are shown in the first Project Increment.

BECAUSE

Each Timebox should comprise an Evolutionary Development phase and

Deployment phase.

4. It is appropriate that the outputs of Timebox C are scheduled for deployment at the end of the first Project Increment.

BECAUSE

A typical Timebox Plan should provide a schedule of high-level activities for the imminent Project Increment.

5. It is appropriate that Earth Excavations create a detailed plan of activities they will complete during Timebox C.

Reason

BECAUSE

The Solution Development Team is responsible for planning the detail of all the work of each Timebox.

#	Assertion		Reason
1.	All internal works to be assigned to Timber Tigers throughout the project should be consolidated into one Structured Timebox.	BECAUSE	The Investigation step within each Structured Timebox working within the team to jointly agree how the requirements will be met.
2.	Acceptance criteria for the front rooms to be developed in Timebox A should be described in detail and agreed during the Timebox Kick-Off.	BECAUSE	The aim of the Investigation step within each Timebox is to plan the development work as possible.
3.	It is appropriate that both the Evolutionary Development phase and Deployment phase are shown in the first Project Increment.	BECAUSE	Each Timebox should comprise an Evolutionary Development phase.
4.	It is appropriate that the outputs of Timebox C are scheduled for deployment at the end of the first Project Increment.	BECAUSE	A typical Timebox Plan should provide a schedule for the imminent Project Increment.
5.	It is appropriate that Earth Excavations create a detailed plan of activities they will complete during Timebox C.	BECAUSE	The Solution Development Team is responsible for planning the work of each Timebox.

	A	B	C	D	E
1.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	A	B	C	D	E
1.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explanation:

For each line, here is the appropriate option from A to E that applies:

* All internal works to be assigned to Timber Tigers throughout the project should be consolidated into one Structured Timebox.

* E. False (Assertion) False (Reason)

* Rationale: It is not practical or in line with Agile principles to consolidate all internal works into one Structured Timebox, as the work will likely need to be spread over multiple Timeboxes.

Additionally, the Investigation step involves agreeing on how to meet the requirements of the Timebox, not necessarily consolidating all work into one.

* Acceptance criteria for the front rooms to be developed in Timebox A should be described in detail and agreed during the Timebox Kick-Off

* B. True (Assertion) True (Reason) BUT the reason does not explain the assertion

* Rationale: While it is true that acceptance criteria should be agreed upon during the Timebox Kick-Off, the reason given is incorrect because the aim of the Investigation step is not necessarily to complete as much development work as possible but to plan and understand the work that will be carried out.

* It is appropriate that both the Evolutionary Development phase and Deployment phase are shown in the first Project Increment.

* A. True (Assertion) True (Reason) AND the reason explains the assertion

* Rationale: Each Timebox should indeed include both Evolutionary Development and a Deployment phase. This assertion and reason correctly align with the concept of Timeboxing in Agile.

* It is appropriate that the outputs of Timebox C are scheduled for deployment at the end of the first Project Increment.

* A. True (Assertion) True (Reason) AND the reason explains the assertion

* Rationale: The typical Timebox Plan does provide a schedule of high-level activities for the imminent Project Increment, which would include planning for deployment.

* It is appropriate that Earth Excavations create a detailed plan of activities they will complete during Timebox C.

* C. True (Assertion) False (Reason)

* Rationale: While it is true that Earth Excavations should create a detailed plan for their activities in Timebox C, the reason is incorrect as the Solution Development Team is not solely responsible for planning all work details within a Timebox. This task would typically be a collaborative effort involving all relevant parties.

QUESTION 19

The project is now in the second week of Timebox C. This is the final Timebox of Project Increment 1 and is scheduled to take one month. The plan is to open Hoy Hall to the public at the end of this Increment. A Must Have requirement of Timebox C is the implementation of a hotel reservation system.

At the Daily Stand-up, the Software Developer working on the reservation system reported that the framework for the system is now complete and ready for content.

However, this work cannot progress further due to a disagreement over the content. The Marketing Director insists the system is to hold professional photos and video tours of the facilities and grounds. These require a lot of storage space and regular updates. The

IT Operations Manager insists the system is to take less than 5GB of storage space on the company server and require minimal maintenance.

The Team Leader has arranged a Facilitated Workshop to discuss the content and agree the way forward.

Remember to limit your answers to the number of selections requested in each question.

Which 2 individuals should the Facilitator invite to participate in the Workshop?

- * Chief Executive (Steering Group)
- * Representative for Earth Excavations (Solution Developer)
- * Representative for Timber Tigers (Solution Developer)
- * IT Operations Manager (Solution Development Team)
- * Marketing Director (Business Visionary)

The Facilitator should invite the following two individuals to participate in the Workshop:

D: IT Operations Manager (Solution Development Team) E. Marketing Director (Business Visionary) The rationale for this selection is that the disagreement is between the Marketing Director, who wants the reservation system to have professional photos and video tours (which impacts how the system will be used by potential customers and affects marketing strategy), and the IT Operations Manager, who is concerned with the system's technical limitations and maintenance. Both of these individuals are key to resolving the issue at hand, as they represent the conflicting requirements that need to be reconciled for the project to move forward.

QUESTION 20

How should the Project Manager encourage the contractors to turn up on time?

- * Place a penalty clause on all contractors for late arrival.
- * Appoint Team Leaders to each of the electrical and plumbing teams.
- * Encourage open and honest communication to re-establish an environment of trust.
- * Hold a separate Daily Stand-up meeting early in the morning, for the contractors only.

QUESTION 21

Each of the following questions includes a list of true statements about individuals from Architecture Angels and Timber Tigers who have been appointed to the project team. Only 2 statements explain why, in the context of an Agile team, the individual is a suitable candidate for that role.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements explain why the Architecture Angels' Finance Director would be an appropriate Business Sponsor?

- * Is able to delegate most of the required involvement to the Chief Accountant.
- * Has been friends with the Architecture Angels' Chief Executive since school.
- * Is the project budget holder.
- * Is concerned about preventing the costs of refurbishment from escalating and affecting the operations of the company.
- * Will not distract the Solution Development Team, as is usually too busy to be involved.

The two statements that explain why the Architecture Angels' Finance Director would be an appropriate Business Sponsor are:

C: Is the project budget holder. D. Is concerned about preventing the costs of refurbishment from escalating and affecting the operations of the company.

Rationale:

*C: Being the project budget holder, the Finance Director has a clear overview of the financial aspects of the project, which is crucial for the role of Business Sponsor. They are responsible for the financial governance of the project, ensuring that the project remains viable and delivers value for money.

*D: A key responsibility of a Business Sponsor is to safeguard the project from going over budget. The Finance Director's concern for preventing cost escalation is aligned with this responsibility, as they would work to balance the financial constraints with the project objectives.

Options A, B, and E do not directly relate to the role's responsibilities and do not support why the Finance Director would be suitable for the Business Sponsor role in an Agile context.

QUESTION 22

Using the Project Scenario and the additional information provided for

this question in the Scenario Booklet, answer the following questions

about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when developing the Delivery Plan?

- * The Project Manager should include any known constraints associated with planning permission.
- * The Project Manager should NOT need to identify any risks this early in the project.
- * The approach to the project should be based on the Project Approach Questionnaire responses.
- * The Earth Excavations' Head Gardener should be excluded from discussions related to deliverables since contracts are NOT yet signed.
- * The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.

In the context of Agile Project Management, when developing the Delivery Plan during the Feasibility phase, the two statements that best align with Agile principles are:

A: The Project Manager should include any known constraints associated with planning permission.

E: The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.

Here's the rationale:

*A: Recognizing and accounting for known constraints such as planning permission is a key aspect of Agile. It allows for better adaptability and planning around these constraints. Including them early in the Delivery Plan helps ensure that they are considered throughout the project.

*E: Agile emphasizes cross-functional collaboration and stakeholder engagement. The Marketing Director would provide valuable insights into customer needs and market conditions, which are crucial for a successful delivery plan.

QUESTION 23

Using the Project Scenario and the additional information provided for

this question in the Scenario Booklet, answer the following question
 about assigning the Agile Project Management team roles within this
 project.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E. that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True
B	True	True
C	True	False
D	False	True
E	False	False

#	Assertion	Reason
1.	The Marketing Assistant assigned to the team would be appropriate as the Business Visionary.	BECAUSE The Business Visionary ensures that the solution is capable of delivering the benefits to the business.
2.	The external contractor should be assigned as the DSDM Coach.	BECAUSE A DSDM Coach should be appointed if the team has limited experience in the approach.
3.	Developer Two should NOT be assigned as both the Solution Developer and Business Analyst.	BECAUSE The Solution Developer and Business Analyst roles must be kept separate.
4.	The Sales Manager would be appropriate as the Business Ambassador.	BECAUSE The Business Ambassador ensures that business resources are available as needed.
5.	The Finance Director should be assigned as the Business Sponsor.	BECAUSE The Business Sponsor ensures that funds are made available.

	A	B	C
1.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	A	B	C
1.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explanation:

The activities from Column 1 should be performed in the following steps from Column 2, according to the iterative development process:

* Create the data entry screen for entering coffee bar details needed for a quotation. Selection: B.

Action Explanation: Creating the data entry screen is part of the 'Action' step in iterative development, where the actual product or a part of it is being constructed.

* Enter numbers into a text-only field to see how the web page behaves. Selection: A. Thought Explanation: Testing how the web page behaves by entering data is part of the 'Thought' step, which includes reviewing and evaluating the work done, testing, and reflecting on the outcomes.

* Discuss the requirements of the new coffee bar insurance web page and agree which data fields are important. Selection: C. Conversation Explanation: Discussing and agreeing on the requirements is part of the 'Conversation' step, which involves interactions between team members and stakeholders to understand and define what needs to be built.

QUESTION 24

The Business Sponsor threatened to stop funding if there was no evidence of tangible progress. To reduce this risk, the Business Sponsor was invited to several walk- rounds of the new bedroom and en-suite bathroom facilities throughout the project.

Is this an appropriate application of Agile Project Management for this project?

- * Yes, because the early and frequent demonstration of product features to the Business Sponsor increases the visibility of the project and keeps the business engaged.
- * Yes, because the project's budget holder is the only person who can approve project products.
- * No, because products should be handed over at the end of the project, during Post-Project.
- * No, because the Daily Stand-up meetings should have allowed the key representatives to review and discuss the evolving solution.

QUESTION 25

The Close Out of Timebox B was completed as scheduled, but the Could Have requirement of tiled walls in the bathrooms was NOT delivered within this period, with the agreement of the team.

Which Agile principle MOST influences this course of action?

- * Deliver on time.
- * Never compromise quality.
- * Build incrementally from firm foundations.
- * Develop iteratively.

QUESTION 26

Answer the following questions about the acceptance criteria within the project.

Decide whether the approach to setting and using acceptance criteria has been applied appropriately and select the response that supports your decision.

The objective of Solution Development Timebox B is to ensure that the front and east wings are finished and approved. The Project Manager has pointed out that acceptance criteria for this part of the solution need to be agreed.

Is this an appropriate action related to acceptance criteria?

- * Yes, because this will allow the Solution Development Team to focus on the quality of the Solution Development Timebox's deliverable as a whole, in order to keep focus on the business need.
- * Yes, because it will be easier to set acceptance criteria for the Solution Development Timebox as a whole, rather than setting specific acceptance criteria for each individual requirement.
- * No, because the acceptance criteria for the Solution Development Timebox are just the amalgamation of the individual requirements; acceptance criteria, with nothing extra.
- * No, because the Solution Development Timebox objective will change if any new requirements emerge or any lower priority requirements are de-scoped.

A; Yes, because this will allow the Solution Development Team to focus on the quality of the Solution Development Timebox's deliverable as a whole, in order to keep focus on the business need.

Rationale:

Setting acceptance criteria for the overall deliverables of a timebox is a key practice in Agile to ensure that the work meets the business objectives and quality expectations. It helps the Solution Development Team to understand what is required for the deliverables to be considered complete and acceptable. This aligns with the Agile principle of delivering quality and maintaining a constant pace of development. It also ensures that all team members are aligned on the goals and can focus on delivering value in line with business needs.

QUESTION 27

Column 1 is a list of individuals from within the Xan Insurance Company and their key responsibility within the Web project.

For each individual in Column 1, select from Column 2 the Agile Project Management team role they are fulfilling. Each selection from Column 2 can be used once, more than once or not at all.

Column 1

Manager of Web & Digital

Media & will oversee and report

progress on the delivery of the

overall system.

Finance Director & has

budgetary control and will

release finance for the project

subject to expected benefits.

Sales Manager & will formulate

design options for new

business processes that do not

adversely affect business as

usual.

Operations Manager – oversees

the design and integrity of the

technical aspects of the

solution.

Column 2

* Business Sponsor

* Business Analyst

* Business Ambassador

* Business Advisor

* Solution Developer

* Technical Coordinator

* DSDM Coach

* Project Manager

	A	B	C	D	E	F	G	H
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	A	B	C	D	E	F	G	H
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explanation:

Based on the Agile Project Management roles and the responsibilities outlined for each individual in the XAN Insurance Company Web Project scenario, the following selections can be made:

- * Manager of Web & Digital Media – will oversee and report progress on the delivery of the overall system. Selection: H. Project Manager Explanation: The Manager of Web & Digital Media’s role of overseeing and reporting on the project’s progress aligns with the responsibilities of a Project Manager in an Agile setting, who is responsible for ensuring that the project meets its objectives and is delivered on time.
- * Finance Director – has budgetary control and will release finance for the project subject to expected benefits. Selection: A. Business Sponsor Explanation: The Finance Director’s control over the budget and the decision to release funds based on the expected benefits align with the role of a Business Sponsor, who is typically responsible for the project’s budget and ensuring that it delivers value to the business.
- * Sales Manager – will formulate design options for new business processes that do not adversely affect business as usual. Selection: B. Business Analyst Explanation: The Sales Manager’s responsibility for formulating design options for new business processes mirrors the role of a Business Analyst in Agile Project Management, who works to understand the business needs, assess the impact of changes, and ensure the solution meets business requirements.
- * Operations Manager – oversees the design and integrity of the technical aspects of the solution.

Selection: F. Technical Coordinator Explanation: The Operations Manager’s focus on the technical design and integrity of the solution corresponds to the role of a Technical Coordinator in Agile projects, who ensures that the technical aspects of the project align with the business needs and technical standards.

QUESTION 28

Which 2 actions should the Project Manager take to implement the new Must Have requirement?

- * Check for any documented standards which need to be applied to the development of online financial transaction functionality.
- * Add the tasks required to develop the new financial transaction functionality to the Delivery Plan.
- * Update the Delivery Plan to show the new financial transaction functionality as a deliverable.
- * Source and hire a web developer with experience in developing online financial transaction functionality.
- * Consolidate and circulate an agenda for the workshop.

To effectively implement the new Must Have requirement for financial transaction functionality on the coffee shop insurance product website, the Project Manager should focus on actions that align with their role in planning, execution, and team coordination. The following actions are most appropriate for the Project Manager:

Selected Actions for the Project Manager:

B; Add the tasks required to develop the new financial transaction functionality to the Delivery Plan.

C; Update the Delivery Plan to show the new financial transaction functionality as a deliverable.

B: Integrating the tasks necessary for developing the new functionality into the Delivery Plan is crucial. This ensures that all project activities are accounted for and scheduled, which helps in managing the project’s timeline and resources effectively.

C: Reflecting the new financial transaction functionality as a deliverable in the Delivery Plan is important for clarity and focus. It signifies the inclusion of this functionality as a critical component of the project's scope, guiding the team's efforts and priorities.

Why Other Actions Are Less Suitable:

A: While ensuring adherence to documented standards is important, it is typically a collaborative effort involving the Technical Coordinator and Solution Development team, in addition to the Project Manager, to ensure technical compliance.

D: Sourcing and hiring specific expertise, such as a web developer skilled in online financial transactions, is indeed part of the Project Manager's responsibilities. However, the actions related to the Delivery Plan (options B and C) are more directly aligned with the immediate steps for implementing a new requirement in the project's scope.

E: Consolidating and circulating an agenda for the workshop is a logistical task that the Project Manager might oversee or delegate. However, the actions related to planning and updating the Delivery Plan are more critical to the successful implementation of the new requirement.

QUESTION 29

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following question about the responsibilities of the roles in the Agile team.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies.

Each option can be used once, more than once or not at all.

Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

#	Assertion		Reason
1.	The Marketing Director, in the role of Business Visionary, is empowered to overrule cost restrictions advised by the Chief Accountant, who is appointed as Business Ambassador.	BECAUSE	The Project-level roles are responsible for directing, managing and co-ordinating the project.
2.	The Procurement Manager is an appropriate representative of the end user of the solution.	BECAUSE	The Business Ambassador should be empowered to make decisions within the boundaries of their role, without referral to higher authorities outside the Solution Development Team.
3.	The other specialist gardening team members from Earth Excavations would be suitable as Solution Developers, assigned alongside the Head Landscape Gardener.	BECAUSE	Extra Solution Developers can provide a supporting role for a Lead Developer.
4.	The 'Hoy for Hoy Hall' Action Group members should be assigned as Business Ambassadors.	BECAUSE	The Business Ambassador is responsible for ensuring that all interested parties are properly analysed.
5.	The Project Manager should plan the communication needed between the Marketing Director, in the role of Business Visionary, and the 'Hoy for Hoy Hall' Action Group.	BECAUSE	The Business Visionary is responsible for ensuring that all interested parties are properly analysed.

Assertion

* The Marketing Director, in the role of Business Visionary, is empowered to overrule cost restrictions advised by the Chief Accountant, who is appointed as Business Ambassador.

BECAUSE

The Project-level roles are responsible for directing, managing and co-ordinating the project.

* The Procurement Manager is an appropriate representative of the end user of the solution.

BECAUSE

The Business Ambassador should be empowered to make decisions within

the boundaries of their role, without referral to higher authorities outside the Solution Development Team.

* The other specialist gardening team members from Earth Excavations would be suitable as Solution Developers, assigned alongside the Head Landscape Gardener.

BECAUSE

Extra Solution Developers can provide a supporting role for a Lead

Developer.

* The 'Hoy for Hoy Hall' Action Group members should be assigned as Business Ambassadors.

BECAUSE

The Business Ambassador is responsible for ensuring that business needs are properly analysed.

* The Project Manager should plan the communication needed between the Marketing Director, in the role of Business Visionary, and the 'Hoy for Hoy Hall' Action Group.

BECAUSE

The Business Visionary is responsible for promoting the business vision to all interested parties.

	A	B	C	D	E
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	A	B	C	D	E
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explanation:

Here are the appropriate options for each assertion and reason combination:

* The Marketing Director, in the role of Business Visionary, is empowered to overrule cost restrictions advised by the Chief Accountant, who is appointed as Business Ambassador.

* C. True (Assertion) False (Reason)

* Rationale: While the Business Visionary may have the authority to make strategic decisions that could overrule cost restrictions, the reason given relates to project-level roles directing the project, not to the authority to overrule cost-related advice.

* The Procurement Manager is an appropriate representative of the end user of the solution.

* B. True (Assertion) True (Reason) BUT the reason does not explain the assertion

* Rationale: The Procurement Manager, as part of the operational team, could represent the end user. However, the reason given talks about the empowerment of the Business Ambassador, which does not directly explain why the Procurement Manager is a

representative of the end user.

* The other specialist gardening team members from Earth Excavations would be suitable as Solution Developers, assigned alongside the Head Landscape Gardener.

* A. True (Assertion) True (Reason) AND the reason explains the assertion

* Rationale: Specialist gardening team members would be suitable as Solution Developers, providing support to the Lead Developer, which is a common practice in Agile teams.

* The ‘Hoy for Hoy Hall’ Action Group members should be assigned as Business Ambassadors.

* D. False (Assertion) True (Reason)

* Rationale: While the Business Ambassador should ensure that business needs are analyzed, the

‘Hoy for Hoy Hall’ Action Group members being assigned as Business Ambassadors is not necessarily true as they are external stakeholders and not necessarily equipped to represent the business internally on a project.

* The Project Manager should plan the communication needed between the Marketing Director, in the role

* of Business Visionary, and the ‘Hoy for Hoy Hall’ Action Group.

* A. True (Assertion) True (Reason) AND the reason explains the assertion

* Rationale: The Project Manager typically has the responsibility to plan and manage communication between the project team and external stakeholders, and the Business Visionary’s role includes promoting the business vision to interested parties, which includes the ‘Hoy for Hoy Hall’ Action Group.

QUESTION 30

Answer the following questions about the DSDM Lifecycle.

Decide if each observation is an appropriate application of Agile Project Management for this project and select the option that supports your decision.

When the project was in the Feasibility phase it was initially proposed by the Finance Manager that it was a fixed price for a fixed specification’ project. The Project Manager has decided that the best way to tackle it would be to leave the development of the least valuable features of the product until last.

Is this an appropriate application of the DSDM lifecycle?

* Yes, because the later parts of the project should reflect the least valuable features of the product being built.

* Yes, because in a DSDM project there is no detailed specification upfront.

* No, because the Solution Development Team should decide which features are left until last.

* No, because the most valuable features of the project should be delivered last.

QUESTION 31

Using the additional information provided for this question in the Scenario Booklet, answer the following questions about the requirement for a fire exit from the upstairs of the building.

What is an appropriate reason to classify the need for a secondary exit from the upstairs of the building as a Must Have requirement?

- * Provision of a secondary exit from the upstairs of the building will ensure compliance with national fire safety regulations.
- * A secondary exit from the upstairs of the building would help ease congestion in busy periods during festivals.
- * A secondary exit from the upstairs of the building will provide a shorter and more direct route into the garden than the main stairway.
- * The requirement for a secondary exit from the upstairs of the building has to be made a higher priority in order to be moved to an earlier Timebox.

A: Provision of a secondary exit from the upstairs of the building will ensure compliance with national fire safety regulations.

Rationale:

Compliance with national fire safety regulations is non-negotiable and would be a legal requirement for the operation of the hotel. Therefore, any features required to meet these regulations would automatically be classified as 'Must Have'; due to their mandatory nature for safety and legal operation.

QUESTION 32

The Solution Development Team are progressing through the first Structured Timebox.

What should the Project Manager do to lead the team at this time?

- * Maintain a tight control on progress, recording all discussions and making all decisions.
- * The Project Manager should do nothing during a Timebox.
- * Attend the Daily Stand-up and discuss any problems at the end.
- * Update the Team Board with a summary of team progress and the current status of work.

To lead the Solution Development Team effectively during the first Structured Timebox, the Project Manager should:

C: Attend the Daily Stand-up and discuss any problems at the end.

Attending the Daily Stand-up meetings allows the Project Manager to stay informed about the team's progress, challenges, and any blockers they might be facing. It offers an opportunity for the Project Manager to provide support, guidance, and decision-making where necessary, without disrupting the team's autonomy and self-organization. This approach encourages open communication, quick resolution of issues, and maintains the Agile principle of collaboration and continuous improvement. Discussing problems at the end of the meeting ensures that any issues are addressed promptly, keeping the Timebox on track.

QUESTION 33

Using the Project Scenario and the additional information provided for

this question in the Scenario Booklet, answer the following questions

about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when developing the Feasibility Assessment?

- * The new Project Manager should NOT be involved in finalising the

Feasibility Assessment.

- * The Architecture and Finance Director should approve the final

Business Case as part of the Feasibility Assessment.

- * The Earth Excavations; Head Gardener should contribute to the outline solutions considered for the gardens.
- * The different options should be presented to the ;Hoy for Hoy Hall; Action Group for their feedback before the chosen outline solution is finalised.
- * The Timber Tigers; Site Manager should be the sole approver of the finalised Feasibility Assessment before development commences.

In Agile Project Management, it's important to involve key stakeholders and to ensure that there's a collaborative approach to project decisions. Considering the Agile principles and the given scenario, the appropriate application of Agile to the Feasibility Assessment would likely involve the following statements:

B: The Architecture Angels; Finance Director should approve the final Business Case as part of the Feasibility Assessment. In Agile, it's crucial to ensure that the business aspect of any project aligns with the financial feasibility. The Finance Director's approval would be significant in validating the economic viability of the project.

D: The different options should be presented to the ;Hoy for Hoy Hall; Action Group for their feedback before the chosen outline solution is finalised. Agile encourages stakeholder engagement and iterative feedback.

Presenting options to the action group aligns with the Agile value of customer collaboration over contract negotiation, allowing for community input that could be vital due to the building's heritage status and the community's interest.

QUESTION 34

Review sessions have been scheduled at end of Investigation, Refinement and Consolidation for the later Timeboxes to ensure that the mistakes made in Timebox A do not happen again.

Which Agile principle MOST influences this course of action?

- * Focus on the business need.
- * Deliver on time.
- * Build incrementally from firm foundations.
- * Demonstrate control.

QUESTION 35

Xan Insurance Company is a friendly company with no separate private offices for individual managers. Staff members prefer to wander around the office space and have one-to-one chats rather than use email or have lots of meetings.

What action should the Project Manager take when planning for effective communication throughout the Web project?

- * Identify those individuals with power and influence over the project and what information they require.
- * No action is required as the existing form of spontaneous informal

communication is suitable for all project level and Solution Development Team members.

- * As this is already common practice, assume all Solution Development

Team members have effective communication skills.

- * Mandate the use of email so that all communications are recorded for future reference.

The most effective action the Project Manager should take to ensure effective communication throughout the Web project at Xan Insurance Company is:

A: Identify those individuals with power and influence over the project and what information they require.

In any project, especially within an Agile framework, understanding the stakeholders’ landscape is crucial for effective communication management. Identifying key individuals with power and influence over the project helps tailor communication strategies to ensure that critical information is shared appropriately, decisions are facilitated efficiently, and stakeholder engagement is maintained. While the company’s culture of informal communication can be advantageous for day-to-day interactions, structured communication is essential for project governance, risk management, and decision-making processes. This approach allows the Project Manager to ensure that all stakeholders are kept informed according to their needs and the project’s requirements, balancing the informal communication culture with the need for formal communication where necessary.

QUESTION 36

Column 1 is a list of actions taken within the project. For each action in Column 1, select from Column 2 the iterative development activity that the action represents. Each selection from Column 2 can be used once, more than once or not at all.

Column 1:

1. The Solution Development Team cleared and prepared the area, ready for the bar infrastructure to be installed.
2. The Gardener decided the order in which the flowers would be planted in the borders and jotted it down in a notebook.
3. Before the Solution Development Team built the infrastructure for the bar area, the Architect pointed out what was required.
4. The Architect checked with the decorators that tasks had been completed to a satisfactory standard, and agreed a list of items that needed further coats of paint or cleaning up.
5. The Gardener began planting the borders and has placed an order for further bulbs to complete this task.

Column 2:

- A) Thought
- B) Action
- C) Conversation

	A	B	C
1.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	A	B	C
1.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Explanation:

For each action in Column 1, here is the iterative development activity that the action represents from Column

2:

- * The Solution Development Team cleared and prepared the area, ready for the bar infrastructure to be installed.
- * B. Action
- * The Gardener decided the order in which the flowers would be planted in the borders and jotted it down in a notebook.
- * A. Thought
- * Before the Solution Development Team built the infrastructure for the bar area, the Architect pointed out what was required.
- * C. Conversation
- * The Architect checked with the decorators that tasks had been completed to a satisfactory standard, and agreed a list of items that needed further coats of paint or cleaning up.
- * C. Conversation
- * The Gardener began planting the borders and has placed an order for further bulbs to complete this task.
- * B. Action

QUESTION 37

Resources are limited. The Sales Manager has two marketing assistants who may be able to give a few hours a week between them to the project.

What action should the Project Manager take?

- * Try to secure formal agreement as to how many hours per week the

marketing assistants will spend on the project.

- * Accept that members of the Solution Development Team will be

inconsistent.

- * Make each Timebox as long as possible to ensure the marketing

assistants have enough time to complete any work allocated to them

within the boundaries of the Timebox.

- * Schedule the two marketing assistants to work at different times so they can hand matters over to one another.

In the context of Agile Project Management, it is crucial to have clear commitments regarding team members' availability to ensure that project planning and execution can be as accurate and effective as possible. By securing a formal agreement on the hours the marketing assistants can dedicate to the project each week, the Project Manager can better plan tasks and allocate resources,

thereby optimizing the team's capacity and ensuring that project timelines and deliverables are realistic and achievable.

References:

The Agile Project Management (AgilePM) framework emphasizes the importance of clear communication, resource planning, and commitment from all team members to ensure project success. Having a formal agreement on availability helps in setting clear expectations and allows for more effective planning and utilization of resources within the constraints of the project, aligning with Agile principles of collaboration, adaptability, and iterative progress.

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