The AgilePM® Foundation Examination

Multiple Choice

40 minutes Paper

Instructions

1. All 50 questions should be attempted.
2. All answers are to be marked on the answer grid provided.
3. Please use a pencil and NOT ink to mark your answers in the Answer Booklet provided.
4. There is only one correct answer per question.
5. You have 40 minutes for this paper.
6. You must get 25 or more correct to pass.

Seat Number: .....…

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Agile 2014-ExamPaper-1002-GBAGFSample1-150219Paper1

1 Which of the following is **NOT** stated as a benefit of using DSDM?

a) User training becomes unnecessary
b) The business is more likely to feel ownership of the solution as it evolves
c) Deployment is more likely to go smoothly, due to the co-operation of all parties
d) The risk of building the wrong solution is greatly reduced

2 Which statement relates to the DSDM view on formality?

a) The aim is to remove all formality, so that the team can get on with building the solution
b) Agile must be informal, otherwise it stops being fun
c) It is entirely formal, to enable management and control
d) The DSDM process should be configured with an appropriate level of formality

3 Which roles form part of the Solution Development Team?

a) Solution Developer, Business Analyst, Technical Coordinator
b) Solution Developer, Business Analyst, Business Ambassador
c) Technical Coordinator, Business Visionary, Business Sponsor
d) Technical Coordinator, Business Visionary, Business Analyst

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4 What role is responsible for ensuring that the solution delivered will enable the benefits described in the Business Case to be achieved?

a) Business Advisor
b) Business Analyst
c) Business Sponsor
d) Business Visionary

5 In a DSDM project, what does the ‘W’ in ‘MoSCoW’ stand for?

a) Want this
b) Won’t have this time
c) Would have
d) Wish list

6 In a structured Timebox when does the Solution Development Team seek to understand the Timebox objectives and accept them as realistic?

a) Investigation
b) Kick-Off
c) Consolidation
d) Refinement

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7 Which of the following statements about DSDM are true?

1. May be used to supplement an existing in-house Agile approach
2. Deals with the development and delivery of a product rather than the full project
3. Works alongside existing standards and approaches
4. Suited to the development of new solutions and enhancing existing solutions

a) 1, 2, 3
b) 2, 3, 4
c) 1, 3, 4
d) 1, 2, 4

8 What in DSDM is designed to shape the attitude and mindset of a DSDM team?

a) Phases
b) Philosophy
c) Principles
d) Processes

9 When, ideally, is the first instance that a solution should be fully tested and potentially deployable?

a) At the Review stage of Deployment
b) At the end of a Timebox
c) On Deployment
d) After Deployment

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10 When does DSDM state that the Post-Project phase takes place?

a) After Evolutionary Development
b) Before the project is closed
c) When the solution is assembled
d) After the final Deployment for a project

11 Which responsibility relates to the Solution Development Team roles?

a) Direct the project
b) Shape and build the solution
c) Govern the project
d) Ensure that the technical roles work in a consistent way

12 In DSDM, what role must hold a sufficiently high position in the organisation to be able to resolve business issues and make financial decisions?

a) Business Advisor
b) Business Analyst
c) Business Sponsor
d) Business Visionary

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13 What is the purpose of the DSDM Pre-Project phase?

a) Ensures that only the right projects are started and set up correctly
b) Assesses the viability of the project
c) Ensures the project can be carried out by the Solution Development Team
d) Plans and resources the Foundations phase

14 What is Iterative Development?

a) A practice where features are designed, developed and tested
b) A gated process where development can not begin until the finished design is complete
c) An early sample, model or release of a product to test a concept or process
d) The process and activity of planning, organizing, motivating and controlling resources to achieve a specific goal

15 Which objective relates to the DSDM Deployment phase?

a) Create a functional solution that demonstrably meets the needs of the business
b) Give the wider organisation an early view of the solution that they will eventually use
c) Describe how quality will be assured
d) None of the above

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16 Which approach correctly reflects the use of MoSCoW prioritisation?

a) Relates to a specific timeframe
b) Applied and fixed during Foundations
c) Only applied at project level
d) Is optional

17 Which statement about late delivery is correct for DSDM?

a) It is acceptable provided sufficient warning is given
b) It can often undermine the very rationale for a project
c) It is a fact of life and should be expected
d) It can be really annoying for the Business

18 What DSDM product describes, at a high level, the requirements that the project needs to address and indicates their priority with respect to meeting the objectives of the project and the needs of the business?

a) Terms of Reference
b) Prioritised Requirements List
c) Solution Architecture Definition
d) Development Approach Definition

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19 How often should a Timebox Plan be updated?

a) Hourly
b) Daily
c) Weekly
d) Monthly

20 Which of the following is **NOT** an Instrumental Success Factor?

a) Business Engagement – Active and Ongoing
b) Inspection and Adaption
c) Embracing the DSDM Approach
d) Transparency

21 Which DSDM product describes what has been achieved in a Timebox together with any feedback that may influence plans moving forwards?

a) Delivery Plan
b) Progress Reports
c) Timebox Review Record
d) Change Requests

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22 Under the DSDM MoSCoW rule, which definition describes the Must Have requirement?

a) Important but not vital
b) Solution not viable without it
c) Painful to leave out
d) May need some kind of workaround

23 Which statement about the detail of requirements is correct for DSDM?

a) Detail emerges sooner rather than later
b) Most detail emerges during Feasibility
c) DSDM teams strive to achieve full detail as early as possible
d) Projects should not be paralysed by overly detailed analysis of requirements

24 What is a purpose of the Feasibility phase?

a) Converge over time on an accurate solution that meets a business need
b) Establish whether or not the project should be stopped
c) Establish how development and delivery of the solution will be managed
d) Bring a baseline of the solution into operational use

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25 What DSDM role ensures that the project is technically coherent?

a) Technical Coordinator
b) Team Leader
c) Project Manager
d) Solution Tester

26 In a free format Timebox, which activity is carried out during the Iterative Development step?

a) Agree what work will be undertaken, agree priorities and accept the workload
b) Scheduled reviews of the work in progress
c) Formal acceptance of the Timebox deliverables
d) Workshop to learn from experience and to take action to improve future Timeboxes

27 Which of the following is a DSDM principle?

a) Focus on the business demands
b) Focus on the business need
c) Focus on the business wants
d) Focus on the requirements specification

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28 At the Timebox level, what is used to help ensure the transparency of process and progress?

a) Project Plan and Project Board
b) Development Plan and Project Plan
c) Daily Stand-up and Team Board
d) Facilitated Workshop and Team Leader

29 Identify the missing words in the following sentence.

An organization amenable to incremental delivery of solutions **[?]** will benefit from early return on investment.

a) at lowest possible cost
b) into live use
c) for testing in deployment
d) with minimum effort

30 What is the purpose of the Evolutionary Development phase?

a) Converge over time on an accurate solution that meets a business need
b) Establish whether the project appears cost-effective
c) Establish how development and delivery of the solution will be managed
d) Bring a baseline of the solution into operational use

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31 What DSDM role ensures that the Solution Development Team functions as a whole and meets its objectives?

a) Business Analyst
b) Project Manager
c) Team Leader
d) Solution Tester

32 What are the names of the two styles of Timeboxes?

a) Investigation and Development
b) Structured and Free format
c) Exploration and Engineering
d) Iterative and Increment

33 Which outcome is related to the DSDM principle 'Collaborate'?

a) Team performance exceeds the sum of the parts
b) Exceptional developers are appointed
c) Blame is apportioned when necessary
d) Individuals work in loose association

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34 Which purpose relates to the Foundations phase?

a) Converge over time on an accurate solution that meets a business need
b) Check how well the expected business benefits have been met
c) Establish how development and delivery of the solution will be managed
d) Bring a baseline of the solution into operational use

35 How long should the Daily Stand-up take?

a) As long as it takes
b) Fifteen minutes per participant
c) No more than half an hour
d) Two minutes per participant, plus two minutes

36 Which of the following is a responsibility of the DSDM Project Manager role?

a) Creates detailed plans for the actual delivery of the solution
b) Coordinates all aspects of management of the project at a high level
c) Leaves all project planning to the Team Leader
d) Acts as the servant-leader for the Solution Development Team

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37 Which of the following elements make up common sense?

1. Sound judgment
2. Practical judgment
3. Normal native intelligence
4. Specialized knowledge

a) 1,2,3
b) 2,3,4
c) 1,2,4
d) 1,3,4

38 In the Business Case, what does the business vision describe?

a) Objectives of the project in terms of return on investment
b) What the changed business is expected to look like
c) Future projects required to meet business goals
d) Business Sponsors' list of requirements

39 During Iterative Development, which testing activity is the responsibility of the Solution Tester?

a) Business acceptance testing
b) Unit testing of a feature
c) Ensuring that testing is sufficiently comprehensive
d) Providing testing knowledge and expertise

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40 Which purpose relates to the Project Approach Questionnaire?

a) Justification for the project from a business perspective
b) Assess whether the Instrumental Success Factors are likely to be met
c) List the requirements that the project needs to address and how they meet the business need
d) Scope and justify the Feasibility phase

41 What role is often responsible for providing specific input to the project from the perspective of those who will maintain the solution?

a) Solution Developer
b) Solution Tester
c) Business Advisor
d) Technical Advisor

42 When using Iterative Development, what should each cycle begin and end with?

a) Complete solution
b) Conversation
c) Facilitated Workshop
d) Timebox

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43 What DSDM product identifies Timeboxes for the first increment of a project?

a) Prioritised Requirements List
b) Development Approach Definition
c) Delivery Plan
d) Management Approach Definition

44 Identify the missing word(s) in the following sentence:

A DSDM project will always deliver a viable solution, as long as the practices of [?] and Timeboxing are followed.

a) Daily Stand-ups
b) MoSCoW
c) Iterative Development
d) Incremental Delivery

45 Which of the following statements about building quality using the DSDM process is true?

1. An initial high-level assessment of the risks to achieving the level of quality required is done during Foundations.
2. Final end-to-end testing during Deployment allows for the testing of back-out procedures.

a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true

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46 What perspectives should be considered when ‘Modelling’?

a) Senior management only
b) Financial, social, physical and ethical
c) How many, how often and at what cost
d) What, where, when, how, who and why

47 Which statement is part of the definition of the DSDM Principle 8 – Demonstrate Control?

a) Late delivery can undermine the very rationale for a project
b) It is vital to ensure transparency of all work being performed by the team
c) Collaboration encourages increased understanding, greater speed and shared ownership.
d) It is important to recognize that projects operate within a changing world

48 Which of the following statements about the Solution Architecture Definition is true?

1. The Solution Architecture Definition contains the strategy for testing and review of the solution.
2. The Solution Architecture Definition contains both business and technical aspects of the solution.

a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true

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49 During a Facilitated Workshop, which action relates to the role of the Workshop Facilitator?

a) Ensure their opinion on the content is understood by others
b) Represent their own interest throughout the workshop
c) Agree appropriate action with the workshop members to resolve any disagreements
d) Decide the outcome of the Workshop

50 What is the Foundations Summary used for?

a) For establishing if the scope of the solution is clear and allows for evolutionary development
b) To provide a high-level schedule of Project Increments
c) To capture a snapshot of the evolving business, solution and management products
d) To prioritise the project within a wider portfolio of projects

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