The AgilePM® Foundation Examination

Rationale

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Agile 2014-Rationale-1002-GBAGFSample1-150219Paper1

1 LP0101 - Lifecycle and Products

A

What is DSDM and the benefits of using DSDM

a) Correct. This is not stated as a benefit. (Ref. 2.6)
b) Incorrect. This is stated as a benefit. (Ref. 2.6)
c) Incorrect. This is stated as a benefit. (Ref. 2.6)
d) Incorrect. This is stated as a benefit. (Ref. 2.6)

2 LP0207 - Lifecycle and Products

D

The sequence of the phases and how DSDM can be configured for scalability and formality

a) Incorrect. See rationale D
b) Incorrect. See rationale D
c) Incorrect. See rationale D
d) Correct. Typically this is achieved by configuring a lifecycle appropriate for a specific project and determining an appropriate level of formality with which the DSDM products are defined, created and approved. (Ref. 6.9)

3 PR0102.2 - People and Roles

B

The purpose of each role category, and the names of the roles in each of the three role categories and how they can be used: Solution Development Team roles

a) Incorrect. See rationale B
b) Correct. The Solution Development Team roles are Business Ambassador, Solution Developer, Solution Tester, Business Analyst and Team Leader. These roles form the “engine room” of the project. (Ref 7.2.2.2)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

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4 PR0202 - People and Roles

D

The definition and responsibilities of the Business Visionary role

a) Incorrect. See rationale D
b) Incorrect. See rationale D
c) Incorrect. See rationale D
d) Correct. The Business Visionary remains involved throughout the project, providing the team with strategic direction and ensuring that the solution delivered will enable the benefits described in the Business Case to be achieved. (Ref 7.3.2)

5 TE0101 - Techniques

B

The definition of the MoSCoW technique and what the letters stand for

a) Incorrect. See rationale B
b) Correct. MoSCoW is a prioritisation technique for helping to understand and manage priorities. The letters stand for (M)ust Have, (S)hould Have, (C)ould have, (W)on’t Have this time. (Ref 10.1)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

6 TE0207 - Techniques

B

The key elements of the steps in a structured Timebox

a) Incorrect. See rationale B
b) Correct. Kick-Off is a short session for the Solution Development Team to understand the Timebox objectives and accept them as realistic. (Ref 11.2.1)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

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7 PC0103 - Planning and Control

C

The rationale for using DSDM

a) Incorrect. (4) DSDM is not only about developing new solutions; projects to enhance existing solutions are also well suited to the DSDM approach. (Ref 2.5)
b) Incorrect. (1) DSDM is often used to provide the full ‘project’ focus to complement other product development processes. (Ref 2.5)
c) Correct. (2) DSDM has a broader focus than most Agile approaches in that it deals with projects rather than just the development and delivery of a product. (Ref 2.5)
d) Incorrect. (3) DSDM takes a pragmatic approach, recognising that it often needs to work alongside existing standards and approaches. Examples of this are DSDM with PRINCE2, ITIL, ISO or CMMI and PMO. (Ref 2.5)

8 PC0201 - Planning and Control

C

How the DSDM Principles are used and add value to an Agile project

a) Incorrect. See rationale C
b) Incorrect. See rationale C
c) Correct. The eight principles help direct and shape the attitude and mindset of a DSDM team. Compromising any of the principles undermines DSDM’s philosophy, as together they deliver a collective value that outweighs their individual benefits. (Ref 4.10)
d) Incorrect. See rationale C

9 LP0105 - Lifecycle and Products

B

The scope and use of the DSDM testing concepts.

a) Incorrect. See rationale B
b) Correct. Ideally the solution will be fully tested at the end of the Timebox, although it is acknowledged that this may not be achievable in all circumstances. (Ref 9.3.1)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

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10 LP0206 - Lifecycle and Products

D

How the Post-Project phase in the process adds value

a) Incorrect. See rationale D
b) Incorrect. See rationale D. The project is closed as part of the Deployment phase of the final Project Increment. Where a business considers it valuable, the Post-Project phase then occurs after closure of the project. (15.2)
c) Incorrect. See rationale D
d) Correct. After the final Deployment for a project, the Post-Project phase checks how well the expected business benefits have been met. (6.7)

11 PR0101 - People and Roles

B

The dimensions of the roles within an Agile Project Team, and the names and roles contained within each dimension: Categories

a) Incorrect. This is a Project-level responsibility. Project-level roles may be part of a project board or steering committee for the project, and, collectively, have authority to direct the project. (Ref 7.2.2.1)
b) Correct. Solution Development Team roles form the ‘engine room’ of the project. They shape and build the solution. (Ref 7.2.2.2)
c) Incorrect. The project-level roles are responsible for the governance of the project, liaising with governance authorities outside of the project where necessary. (Ref 7.2.2.1)
d) Incorrect. This is the responsibility of the Technical Coordinator, a Project-level role. (Ref 7.3.3)

12 PR0201 - People and Roles

C

The definition and responsibilities of the Business Sponsor role

a) Incorrect. See rationale C
b) Incorrect. See rationale C
c) Correct. The Business Sponsor must hold a sufficiently high position in the organisation to be able to resolve business issues and make financial decisions. (Ref 7.3.1)
d) Incorrect. See rationale C

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13 LP0201 - Lifecycle and Products

A

How the Pre-Project phase in the process adds value.

a) Correct. The Pre-Project phase ensures that only the right projects are started, and that they are set up correctly, based on a clearly defined objective. (Ref 6.2)
b) Incorrect. See rationale A
c) Incorrect. See rationale A
d) Incorrect. See rationale A

14 TE0102 - Techniques

A

The definition of Iterative Development

a) Correct. This describes Iterative development. With each iteration additional features can be designed, developed and tested. (Ref 12.3.1)
b) Incorrect. This describes the waterfall method. (Ref 2.1)
c) Incorrect. This describes prototyping. (Glossary)
d) Incorrect. This describes project management.

15 LP0205 - Lifecycle and Products

D

How the Deployment phase in the process adds value

a) Incorrect. See rationale D.
b) Incorrect. See rationale D.
c) Incorrect. See rationale D.
d) Correct. The objective of the Deployment phase is to bring a baseline of the Evolving Solution into operational use. (Ref 6.6)

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16 TE0203 - Techniques

A

How the MoSCoW prioritisation approach relates to a specific timeframe and how it adds value throughout an Agile project

a) Correct. The primary focus initially is to create MoSCoW priorities for the project. However, when deciding what to deliver as part of the Project Increment, the next focus will be to agree MoSCoW priorities for that Increment. So, at this point, a requirement may have two priorities: MoSCoW for the project and MoSCoW for the Increment. Finally, when planning a specific Timebox (at the start of each Timebox) the Solution Development Team will allocate a specific priority for the requirements for this Timebox. (Ref 10.3)
b) Incorrect. See rationale A
c) Incorrect. See rationale A
d) Incorrect. See rationale A

17 PC0105.2 - Planning and Control

B

The definition of Principle 2 - Deliver on Time

a) Incorrect. See rationale B
b) Correct. Delivering a solution on time is a very desirable outcome for a project and is quite often the single most important success factor. Late delivery can often undermine the very rationale for a project, especially where market opportunities or legal deadlines are involved. (Ref 4.3)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

18 LP0209.1 - Lifecycle and Products

B

Understand the purpose and use of the Business products from each lifecycle phase - Prioritised Requirements List

a) Incorrect. See rationale B
b) Correct. The Prioritised Requirements List (PRL) 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. (Ref 8.2.3)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

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19 PC0203 - Planning and Control

B

How Agile projects are planned and how planning adds value to an Agile project

a) Incorrect. See rationale B
b) Correct. It is updated at least on a daily basis at the Daily Stand-ups. (Ref 9.2.2)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

20 LP0102 - Lifecycle and Products

B

The key elements of the Effective Solution Development Team Instrumental Success Factor

a) Incorrect. Business Engagement – Active and Ongoing (Ref 5.4)
b) Correct. This is not an Instrumental Success Factor. (Ref 5.1, 5.2, 5.3, 5.4, 5.5)
c) Incorrect. Embracing the DSDM Approach (Ref 5.2)
d) Incorrect. Transparency (Ref 5.6)

21 LP0213.2 - Lifecycle and Products

C

Understand the purpose and use of the Management products from each lifecycle phase - Timebox Review Record

a) Incorrect. See rationale C
b) Incorrect. See rationale C
c) Correct. The Timebox Review Record captures the feedback from each review that takes place during a Timebox. It describes what has been achieved up to that point together with any feedback that may influence plans moving forwards. (Ref 8.2.12)
d) Incorrect. See rationale C

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22 TE0202 - Techniques

B

The MoSCoW prioritisation rules

a) Incorrect. This is a Should Have requirement. The solution is viable without it. (Ref 10.2.2)
b) Correct. This is a Must Have as the solution cannot be delivered without it. (Ref 10.2.1)
c) Incorrect. This is a Should Have requirement, painful to leave out but the solution is still viable. (Ref 10.2.2)
d) Incorrect. This is Should Have, important but not vital. (Ref 10.2.2)

23 PC0107.1 - Planning and Control

D

The definition of Principle 5 - Build Incrementally from Firm Foundations

a) Incorrect.
b) Incorrect.
c) Incorrect.
d) Correct. DSDM advocates first understanding the scope of the business problem to be solved and the proposed solution, but not in such detail that the project becomes paralysed by overly detailed analysis of requirements. (Ref 4.6)

24 LP0202 - Lifecycle and Products

B

How the Feasibility phase in the process adds value

a) Incorrect. This is the purpose of the Evolutionary Development phase. (Ref 6.5)
b) Correct. The effort associated with Feasibility should be just enough to decide whether further investigation is justified or whether the project should be stopped. (Ref 6.3)
c) Incorrect. This is the purpose of the Foundations phase. (Ref 6.4)
d) Incorrect. This is the purpose of the Deployment phase. (Ref 6.6)

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25 PR0203 - People and Roles

A

The definition and responsibilities of the Technical Coordinator role

a) Correct. As the project's technical authority, the Technical Coordinator ensures that the solution/technical roles work in a consistent way, that the project is technically coherent and meets the desired technical standards. (Ref 7.3.3)
b) Incorrect. See rationale A
c) Incorrect. See rationale A
d) Incorrect. See rationale A

26 TE0208 - Techniques

B

The key elements of the steps in a free format Timebox

a) Incorrect. This is done during the Kick-Off step. (Ref 11.2.2)
b) Correct. A free format Timebox is effective where formality and structure is not possible or helpful, but it is still important that reviews are scheduled during the body of free format Timebox. (Ref 11.2.2)
c) Incorrect. This is done within the Close-Out step. (Ref 11.2.2)
d) Incorrect. This is done within the Close-Out step. (Ref 11.2.2)

27 PC0104.1 - Planning and Control

B

The title of Principle 1 - Focus on the Business Need

a) Incorrect. See rationale B
b) Correct. There are eight principles: Focus on the business need; Deliver on time; Collaborate; Never compromise quality; Build incrementally from firm foundations; Develop iteratively; Communicate continuously and clearly; Demonstrate control. (Ref 4.2)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

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28 PC0202 - Planning and Control

C

How tracking and control is used and adds value to an Agile project

a) Incorrect. See rationale C
b) Incorrect. See rationale C
c) Correct. The combination of a Team Board and the Daily Stand-up makes visible the necessary elements of control at the level of the Solution Development Team. (Ref 9.4.2)
d) Incorrect. See rationale C

29 LP0103.3 - Lifecycle and Products

B

The key elements of the following Instrumental Success Factors: 3. Iterative Development, Integrated Testing and Incremental Delivery

a) Incorrect. Cost is a fixed project variable. (Ref 3.2)
b) Correct. Each Timebox should ideally deliver a complete potentially deployable increment of the solution, even though there may not be enough at that point to physically deploy it. The sooner a solution is deployed, the sooner a return can be measured. (Ref 5.5)
c) Incorrect. See rationale B
d) Incorrect. See rationale A

30 LP0204 - Lifecycle and Products

A

How the Evolutionary Development phase in the process adds value

a) Correct. The Evolutionary Development phase requires the Solution Development Team(s) to apply practices such as Iterative Development, Timeboxing, MoSCoW prioritisation, together with Modelling and Facilitated Workshops to converge over time on an accurate solution that meets the business need. (Ref 6.5)
b) Incorrect. This is the purpose of the Feasibility phase. (Ref 6.3)
c) Incorrect. This is the purpose of the Foundations phase. (Ref 6.4)
d) Incorrect. This is the purpose of the Deployment phase. (Ref 6.6)

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31 PR0205.2 - People and Roles

C

The definition and responsibilities of the Solution Development Team roles: Team Leader

a) Incorrect. See rationale C
b) Incorrect. See rationale C
c) Correct. The Team Leader ideally acts as the servant-leader for the Solution Development Team and ensures that it functions as a whole and meets its objectives. The Team Leader works with the team to plan and coordinate all aspects of product delivery at the detailed level. (Ref 7.3.6)
d) Incorrect. See rationale C

32 TE0103 - Techniques

B

Recall the two styles of Timebox

a) Incorrect. See rationale B.
b) Correct. DSDM recognizes two styles of Timebox – a DSDM structured Timebox and a free format Timebox. (Ref 11.2)
c) Incorrect. See rationale B.
d) Incorrect. See rationale B.

33 PC0106.1 - Planning and Control

A

The definition of Principle 3 - Collaborate

a) Correct. Teams that work in a spirit of active cooperation and commitment will always outperform groups of individuals working only in loose association. Collaboration encourages increased understanding, greater speed and shared ownership, which enable teams to perform at a level that exceeds the sum of their parts. (Ref 4.4)
b) Incorrect. See rationale A
c) Incorrect. See rationale A
d) Incorrect. See rationale A

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34 LP0203 - Lifecycle and Products

C

How the Foundations phase in the process adds value

a) Incorrect. This is the purpose of the Evolutionary Development phase. (Ref 6.5)
b) Incorrect. The Post-Project phase checks how well the expected business benefits have been met. (Ref 6.7)
c) Correct. The Foundations phase establishes a fundamental understanding of the business rationale for the project, the potential solution and how development and delivery of the solution will be managed. (Ref 6.4)
d) Incorrect. This is the purpose of the Deployment phase. (Ref 6.6)

35 TE0209 - Techniques

D

Approach to Timeboxing (including Daily Stand-ups) and how it adds value throughout an Agile project

a) Incorrect. See rationale D
b) Incorrect. See rationale D
c) Incorrect. See rationale D
d) Correct. Each Daily Stand-up has a short and fixed duration, normally no longer than 15 minutes – two minutes per participant, plus two minutes is a good guide. (Ref 11.3)

36 PR0204 - People and Roles

B

The definition and responsibilities of the Project Manager role

a) Incorrect. The Project Manager is expected to leave the detailed planning of the actual delivery of the product(s) to the members of the Solution Development Team. (Ref 7.3.4)
b) Correct. The Project Manager coordinates all aspects of management of the project at a high level but in line with the DSDM concept of empowerment. (Ref 7.3.4)
c) Incorrect. The Project Manager is expected to leave the detailed planning of the actual delivery of the product(s) to the members of the Solution Development Team. (Ref 7.3.4)
d) Incorrect. The Team Leader acts as the servant-leader for the Solution Development Team. (Ref 7.3.6)

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37 PC0101 - Planning and Control

A

The key elements of the DSDM Philosophy

a) Correct. Common sense - sound practical judgment independent of specialized knowledge or training; normal native intelligence. (Ref 3.1)
b) Incorrect. See rationale A
c) Incorrect. See rationale A
d) Incorrect. See rationale A

38 LP0208.2 - Lifecycle and Products

B

Understand the purpose and use of the Business products from each lifecycle phase

a) Incorrect. See rationale B
b) Correct. The business vision describes a changed business as it expected to be, incrementally and at the end of the project. (Ref 8.2.2)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

39 TE0205 - Techniques

D

Iterative Development and how it adds quality throughout an Agile project

a) Incorrect. This is the responsibility of the Business Ambassador(s). (Ref 12.3.4.3)
b) Incorrect. This is the responsibility of the Solution Developer. (Ref 12.3.4.3)
c) Incorrect. The Technical Coordinator needs to ensure that appropriate technical reviews are carried out and that testing is sufficiently comprehensive and rigorous to provide confidence that the solution created is fit for purpose. (Ref 12.3.4.3)
d) Correct. As part of a collaborative team, the Solution Tester will be supporting other roles to fulfill their testing responsibilities by providing testing knowledge and expertise. (Ref 12.3.4.3)

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40 LP0104 - Lifecycle and Products

B

The use of the Project Approach Questionnaire (PAQ) as a means of assessing the instrumental success factors for a project.

a) Incorrect. This is given in the Business Case. (Ref 8.2.2)
b) Correct. A simple checklist used to assess whether the success factors are likely to be met or whether action needs to be taken to counter the risk arising from any of them being undermined. (Ref 5.7)
c) Incorrect. This is given in the Prioritised Requirements List. (Ref 8.2.3)
d) Incorrect. This is given in the Terms of Reference. (Ref 8.2.1)

41 PR0206.2 - People and Roles

D

The definitions and responsibilities of the Supporting roles, 2. Technical Advisor

a) Incorrect. See rationale D
b) Incorrect. See rationale D
c) Incorrect. See rationale D
d) Correct. The Technical Advisor supports the team by providing specific, and often specialist, technical input to the project, often from the perspective of those responsible for operational change management, operational support, ongoing maintenance of the solution, etc. (Ref 7.3.11)

42 TE0204 - Techniques

B

Iterative Development and how it adds value throughout an Agile project

a) Incorrect. See rationale B
b) Correct. In most cases each cycle will start with a thought (consideration of what needs to be done) and finish with a Conversation (to review whether the outcome meets the need and to understand what further work is needed if this is not the case). To achieve this the cycle actually begins and ends with a conversation. (Ref 12.3.1)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

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43 LP0211.1 - Lifecycle and Products

C

Understand the purpose and use of the Management products from each lifecycle phase 1. Delivery Plan

a) Incorrect. At a high level, these are 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. (Ref 8.2.3)
b) Incorrect. This is a high-level definition of the tools, techniques, customs, practices and standards that will be applied. (Ref 8.2.5)
c) Correct. This is a high-level schedule of Project Increments and, at least for the first/imminent Increment, Timeboxes that make up that Increment. (Ref 8.2.6)
d) Incorrect. This reflects the approach to the management of the project as a whole and considers, from a management perspective, how the project will be organized and planned, how stakeholders will be engaged in the project and how progress will be demonstrated and, if necessary, reported. (Ref 8.2.7)

44 PC0102 - Planning and Control

B

The Agile approach to project variables

a) Incorrect. See rationale B
b) Correct. A DSDM project will always deliver a viable solution, on time and on cost (on budget), as long as the practices of MoSCoW and Timeboxing are followed. Delivery of a Minimum SubseT (MUST) of requirements is guaranteed as a worst case scenario. (Ref 3.2)
c) Incorrect. See rationale B
d) Incorrect. See rationale B

45 LP0214 - Lifecycle and Products

B

Understand how the phases in the DSDM process help build quality.

a) Incorrect. (1) The statement is false. High-level risks to achieving the level of quality required are identified during Feasibility. (Ref 9.6.1)
b) Correct. (2) The statement is true. Final end-to-end testing, including the testing of back-out procedures, is carried out during Deployment. (Ref 9.6.6)
c) Incorrect. Statement (1) is false. See rationales A and B.
d) Incorrect. Statement (2) is true. See rationales A and B.

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46 TE0206 - Techniques

D

Modelling and how it adds value throughout an Agile project

a) Incorrect. The perspective of ‘who’ should consider customers, users and stakeholders. (Ref 12.2.2)
b) Incorrect. See rationale D
c) Incorrect. See rationale D
d) Correct. A coherent picture of a solution area can be gained by considering the perspectives of: what, where, when, how, who and why, and the relationship between them. (Ref 12.2.2)

47 PC0108.2 - Planning and Control

B

The definition of Principle 8 – Demonstrate Control

a) Incorrect. This is the definition of the DSDM Principle 2 – Deliver on Time.
b) Correct. This is the DSDM definition of Principle 8 – Demonstrate Control. (Ref 4.9)
c) Incorrect. This is the definition of the DSDM Principle 3 – Collaborate.
d) Incorrect. This is the definition of the DSDM Principle 6 – Develop Iteratively.

48 LP0210.1 - Lifecycle and Products

B

Understand the purpose and use of the Solution Architecture Definition.

a) Incorrect. (1) The statement is false. The strategy for testing and review is a key part of the development approach and described in the Development Approach Definition. Ref 8.2.5
b) Correct. (2) The statement is true. The Solution Architecture Definition is intended to cover both business and technical aspects of the solution to a level of detail that makes the scope of the solution clear but does not constrain evolutionary development. Ref 8.2.4
c) Incorrect. Statement (1) is false. See rationales A and B.
d) Incorrect. Statement (2) is true. See rationales A and B.

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49 TE0201 - Techniques

C

Facilitated Workshops and how they add value throughout an Agile project

a) Incorrect. The Facilitator has no stake in the outcome of the workshop and no opinion on the content. (Ref 12.1.1)
b) Incorrect. The Facilitator has no stake in the outcome of the workshop and no opinion on the content. (Ref 12.1.1)
c) Correct. Decisions and agreements are not forced. If participants cannot agree on a point, the Workshop Facilitator should recognize this outcome and elicit from the group the appropriate action to remedy the shortfall. (Ref 12.1.3)
d) Incorrect. The Facilitator has no stake in the outcome of the workshop and no opinion on the content. (Ref 12.1.1)

50 LP0212.2 - Lifecycle and Products

C

Understand the purpose and use of the Management products from each lifecycle phase - Foundations Summary

a) Incorrect. The business and technical design framework for the solution is captured in the Solution Architecture Definition. The scope of the solution must be clear but does not constrain evolutionary development. (Ref 8.2.4)
b) Incorrect. The Delivery Plan provides a high-level schedule of Project Increments and, at least for the first/imminent Increment, Timeboxes that make up that Increment. (Ref 8.2.6)
c) Correct. A snapshot of the evolving business, solution and management products is captured in the Foundations Summary at the end of the Foundations phase. It is used to help decide as to whether the project is likely to deliver the required return on investment. (Ref 8.2.9)
d) Incorrect. This is a purpose of the Terms of Reference. (Ref 8.2.1)

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