



AgilePM (v1.2) Foundation EN

exam prep questions

v1.0

1. Agile is focused on _____.

- a) project realization
- b) benefits delivery
- c) value delivery
- d) style of working

Answer: C

2. Agile promotes _____.

- a) BDUF - Big Design Up Front
- b) EDUF - Enough Design Up Front
- c) NDOF - No Design Up Front
- d) DDUF - Detailed Design Up Front

Answer: B

3. Which questions are appropriate to ask before starting Agile project?

- a) Simple or Complex Environment?
- b) Delivering Projects or Changing Service?
- c) Maximum formality within a structured corporate culture?
- d) Formalized contact with client / business?

Answer: A

4. AgilePM states that ...

- a) quality and value are same things

- b) nothing is build ideal for a first time
- c) people require monitoring and close supervisor
- d) users cannot define requirements

Answer: B

5. Agile to be successful requires _____?
- a) on time delivery, according to business priorities
 - b) communication via chat
 - c) acceptance that change must be controlled
 - d) understanding of business requirements and wants

Answer: A

6. Which are characteristics of Self Directed Teams (Agile)?
- a) comply with processes, regardless of outcome
 - b) compete
 - c) continuously look for better ways of working
 - d) focus on low-level objectives

Answer: C

7. Which is an AgilePM principle?
- a) Focus on Benefits
 - b) Test Continuously
 - c) Clarify and Refine
 - d) Never Compromise Quality

Answer: D

8. How Agile is managing Change Management?
- a) Baseline prototype, at least at the end of Development Timebox
 - b) Manage change in every element in project
 - c) Change is not recommended
 - d) Few, or even no baselines

Answer: A

9. What Agile state as 4 project parameters?
- a) Time, cost, quality and benefits
 - b) Time, facilities, results, benefits
 - c) Cost, quality, time, features
 - d) Quantity, time, cost, future

Answer: C

10. Self Directed Teams (Agile) _____.
- a) take directions
 - b) are always collocated
 - c) continuously look for better ways of working
 - d) rigorously comply with procedures

Answer: C

11. Which of these is an AgilePM principle?
- a) Communicate often
 - b) Communicate verbally
 - c) Communicate formally
 - d) Communicate continuously and clearly

Answer: D

12. One of characteristics of Agile Project Management is ____.
- a) similar style of management like traditional
 - b) strictly adhering to project plan
 - c) measured by delivery of products (not by activity)
 - d) measured by project plan progress

Answer: C

13. Agile Project Management ____.
- a) keeps business and product delivery on track
 - b) sets team objectives, then lets them get on with it
 - c) sustains corporate culture and organizational structure
 - d) manages support office involvement with team

Answer: B

14. In Agile, quality consist of ____.
- a) product and acceptance criteria
 - b) fit for purpose documentation and good quality product
 - c) good business analysis and effective change management process
 - d) process and solution

Answer: D

15. During Foundation AgilePM recommends about final decision to one of three maintainability levels, which is one of them?
- a) deliver perfectly, with no errors
 - b) deliver first, re-engineer later
 - c) short-term, strategic solution
 - d) create prototype, test, deploy

Answer: B

16. What AgilePM says about quality and Gateway Reviews?
- a) Gateway reviews are only for traditional sequential projects
 - b) Gateway reviews are only for programmes
 - c) Gateway reviews are used as a formalized tool to assess any project health
 - d) Gateway reviews should be done only at project start

Answer: C

17. When acceptance criteria for each product in Development Timebox need to be agreed?

- a) During Feasibility study
- b) During Foundations
- c) During Kick-Off
- d) During Development Timeboxes

Answer: C

18. In which scenarios quality was not managed correctly according to AgilePM?

- a) The delivered solution fails to meet the business need
- b) The delivered solution has only core functionality
- c) The delivered solution has an several minor number of flaws
- d) The delivered solution has minimal functionality

Answer: A

19. What is an Engineering phase?

- a) The DSDM phase used iteratively and incrementally to evolve the solution created during Exploration.
- b) The DSDM phase which is used iteratively and incrementally to investigate the detailed requirements and translate them into a form which can then be evolved into a viable solution.
- c) The DSDM phase which gives the first opportunity for deciding whether or not the project is viable from a technical or business perspective.
- d) The DSDM phase to establish firm and enduring foundations from the three perspectives on a project of business, solution and management.

Answer: A

20. AgilePM is an agile project delivery framework that delivers:

- a) A good solution to specification
- b) The right solution at the right time
- c) Suitable Solutions to cost and scope
- d) Any solution to quality

Answer: B

21. The aim of all project management is to deliver the right output:

- a) On time and on budget using the available resources wisely
- b) To the defined level of functionality agreed at the outset
- c) Within the constraints of risk imposed by the Business Sponsor
- d) Whatever the cost, time or resources needed

Answer: A

22. Development Timebox planning represents which level of planning within an AgilePM project?

- a) Highest
- b) Best
- c) Lowest
- d) Earliest

Answer: C

23. In AgilePM projects how many levels of decision making are normally present?
- a) Two: steering level and project level
 - b) Three: steering level, project level and team level
 - c) Four: steering level, project level, business level and team level
 - d) Three: project level, solution development level and other

Answer: B

24. In an Agile project it is vital that stakeholder buy into?
- a) The Products
 - b) The processes
 - c) The Principles
 - d) The Philosophy

Answer: D

25. Early delivery of real benefits to the business is best achieved when key stakeholders understand the business objectives and experience which of the following?
- a) Empowerment and collaboration
 - b) Indifference and commitment
 - c) Collaboration and autonomy
 - d) Detailed planning and quality assurance

Answer: A

26. Why will everybody concerned with the development team know what is happening?
- a) They are part of a small team working closely together
 - b) There are regular and full reports by the Team Leader
 - c) Every day begins with a full review of the status of the whole project
 - d) People are given time to inquire of other teams as necessary

Answer: A

27. AgilePM's Project Approach Questionnaire (PAQ) provides a good starting point for:
- a) Creating a clear understanding of project risks and their mitigation
 - b) Ensuring that the project will be capable of being managed by the Team Leader
 - c) Providing a risk free environment for the project
 - d) Delivering a product which conforms to the specification agreed at the outset

Answer: A

28. There is a perception that risk management is a Project Manager responsibility. However in reality:
- a) The Business Sponsor should manage all risks
 - b) The whole team should be aware of the risks
 - c) The Project Manager should never undertake the management of risk
 - d) The development team manager should take care of all risks

Answer: B

29. On what should the project team and other significant stakeholders remain focused?
- a) The business outcome

- b) The process model
- c) The major risks
- d) The people in the development team

Answer: A

30. During Feasibility, a high-level investigation is carried out. Typically, at this stage, there are a:
- a) Small number of requirements
 - b) Large number of conflicting requirements
 - c) Few requirements which can be fully managed
 - d) Number of features which can safely be left out of this project

Answer: A

31. AgilePM's approach to project management fixes which of the following?
- a) Scope, quality and risk at the Foundations phase
 - b) Time, cost and quality at the Foundations phase
 - c) Features with all other functions being used as variables
 - d) Time, cost and quality at the Deployment phase

Answer: B

32. AgilePM can also incorporate other agile delivery approaches, such as extreme Programming (XP) and SCRUM to provide the necessary agile management framework to:
- a) Enable controlled delivery of agile projects
 - b) Facilitate good practice project management
 - c) Provide adequate techniques for all projects
 - d) Ensure all projects are delivered to time and cost

Answer: A

33. Which of the following statements is true about AgilePM team members?
- a) They do not need to be effective communicators
 - b) They must all be like-minded people
 - c) They should be part of a large team to allow for illness
 - d) They must be able to communicate effectively

Answer: D

34. The solution will be delivered _____, according to the priorities set by the business
- a) to the proposed cost
 - b) in total as agreed at the outset
 - c) in the agreed timescale
 - d) within achievable criteria

Answer: C

35. AgilePM strongly recommends which roles should use collaborative techniques, such as Facilitated Workshops, for planning?
- a) Project Managers and Team Leaders
 - b) Project Managers and Technical Coordinators
 - c) Team Leaders and Business Analysts

- d) Solution Developers and Business Advisors

Answer: A

36. Once the project moves into Exploration and Engineering within Development Timeboxes, enough information will be available to create which of the following?
- a) A Feasibility Plan
 - b) The detail of the Deployment Plan
 - c) A Deployment Plan for all products of the project
 - d) Timeboxes for the remainder of the project

Answer: B

37. The AgilePM framework is supported by a Project Lifecycle (Process) with which of the following?
- a) Defined Products, Roles and Responsibilities and recommended Techniques
 - b) A defined process model requiring the use of all processes
 - c) Allowances for the Project Manager to take command of the development team when required
 - d) A set of best practice techniques which permit full testing of each product before deployment

Answer: A

38. Following the wrong or inappropriate approach to project management can do which of the following?
- a) Provide the project management team with invaluable experience
 - b) Encourage the project sponsor to be involved in the development team
 - c) Improve project performance by a large degree
 - d) Dramatically increase the risks

Answer: D

39. As each increment is completed:
- a) A new schedule of Timeboxes is created for the next increment
 - b) New plans must be created to account for any loss of productivity
 - c) A new increment schedule is created for the next deployment
 - d) The development team will gather a new set of requirements from the customer

Answer: A

40. How does an AgilePM project view having a fixed deadline?
- a) As a problem to be overcome
 - b) As a risk that threatens quality
 - c) As a benefit rather than a risk
 - d) As a challenge which may be met

Answer: C

41. At what point in the project must the stakeholders be prepared to accept that change is inevitable?
- a) Each time the customer changes their mind about what is required
 - b) Whenever there is an easier solution which can be developed

- c) As they understand more about the solution being developed
- d) When testing demonstrates that the product is unsuitable for use

Answer: C

42. The stakeholders must be prepared to deliver a:
- a) Quality product
 - b) Solution which will maximise business benefits
 - c) Product which meets all the required attributes
 - d) Fit-for-purpose solution

Answer: D

43. The AgilePM evolutionary approach to planning avoids which problem?
- a) Generating an overemphasis on the planning protocol
 - b) Providing a false sense of security for future steps that are still unclear.
 - c) Reliance on success-based planning
 - d) Commitment to activities which cannot be understood until they are finished

Answer: B

44. There will be no need for complex and bureaucratic monitoring systems in a small AgilePM team working with:
- a) Ill defined objectives to permit them freedom of expression
 - b) Enough resources of time and cost to complete everything assigned to them
 - c) The command and control approach of the Project Manager
 - d) Clear objectives in Development Timeboxes of short duration

Answer: D

45. Adopting a traditional approach where a project must deliver on a fixed date:
- a) Reduces risk to meeting the delivery date
 - b) Improves the prospect of the project being able to deliver to cost
 - c) Removes all risk from the project
 - d) Adds a risk since a traditional approach expects to use time as contingency

Answer: D

46. All people involved with the project work _____ to deliver the optimum solution
- a) collectively
 - b) independently
 - c) interactively
 - d) collaboratively

Answer: D

47. AgilePM should be tailored to suit a project's individual needs within the governance needs set by which authority?
- a) Quality Assurance
 - b) External suppliers
 - c) Regulatory authorities
 - d) The organisation

Answer: D

48. In AgilePM, plans evolve as the understanding of the:
- a) Requirements deepens and the level of uncertainty increases.
 - b) Development team skills becomes clearer
 - c) Complexity of the product being developed increases
 - d) Requirements deepens and the level of uncertainty decreases.

Answer: D

49. Most projects have 4 parameters - time, cost, features and quality. Trying to fix all these parameters at the outset is:
- a) The mechanism by which Agile operates
 - b) Appropriate to most types of projects
 - c) Impractical and is the cause of many common problems
 - d) Difficult to achieve without an experienced Project Manager

Answer: C

50. AgilePM advocates that projects should do:
- a) Only the 'big design up front'
 - b) Possibly 'no design up front'
 - c) Sometimes 'enough design up front'
 - d) Just 'enough design up front'

Answer: D

51. Managing an AgilePM project is about enabling constant change while:
- a) Maintaining business as usual
 - b) Ensuring the customer will fund the changes
 - c) Continuously correcting the course of the project
 - d) Relaxing quality to compensate

Answer: C

52. The AgilePM framework details which of the following to guide practitioners in the adoption of the Philosophy?
- a) Seven roles which must all be allocated on a one-to-one basis
 - b) Eight working Principles
 - c) Nine techniques which may be omitted as necessary
 - d) Eight Processes which form a process model

Answer: B

53. How does an AgilePM project react when the business changes its mind?
- a) Resists the change
 - b) Sees it as a fact of life
 - c) Adopts the change if it is easy to accommodate
 - d) Re-starts the project with new Terms of Reference (ToR)

Answer: B

54. Using AgilePM ensures _____ of a fit-for-purpose solution

- a) an expensive delivery
- b) on-time delivery
- c) the users can specify what they want
- d) the business will never take delivery

Answer: B

55. The eight principles of AgilePM support the:

- a) Project Management Philosophy
- b) Process model
- c) Approach to risk
- d) Achievement of quality

Answer: A

56. If a team doesn't follow all the principles what will not be achieved?

- a) The project outcome
- b) A reliable development team
- c) Business involvement
- d) The full benefit

Answer: D

57. 'Build incrementally from firm foundations' is an AgilePM principle which is supported when the team do which of the following?

- a) Formally re-assess priorities with each delivered increment
- b) Informally re-assess priorities with each delivered increment
- c) Ensure all deployed features provide a return on investment within a month of use
- d) Build from a 'big design up front'

Answer: A

58. The 'Deliver on time' principle enables organisations to achieve which of the following?

- a) Market opportunities or windows of opportunity
- b) Market opportunities or legal deadlines
- c) Maximum return on investment or profit
- d) No discernible business improvement

Answer: B

59. In AgilePM, the level of quality to be delivered should be agreed at the start. A solution has to be:

- a) Perfect
- b) As good as it can be
- c) Good enough
- d) The best possible option

Answer: C

60. Ensuring that the members of the team are empowered to take decisions on behalf of those they represent means that AgilePM teams will be following what principle?

- a) Deliver on time
- b) Focus on the business need
- c) Collaborate
- d) Communicate continuously and clearly

Answer: C

61. Poor communication is often cited as the:

- a) Reason why projects succeed
- b) Biggest single cause of project failure
- c) Essential ingredient for all projects
- d) The only cause of projects failing to deliver on time

Answer: B

62. When AgilePM advocates a pragmatic approach to change what principle is behind the statement?

- a) Demonstrate control
- b) Develop Iteratively
- c) Focus on the business need
- d) Communicate continuously and clearly

Answer: B

63. In AgilePM, the level of _____ should be agreed at the start

- a) resources to be consumed
- b) risk to be taken
- c) quality to be delivered
- d) management intervention

Answer: C

64. Compromising any principle undermines:

- a) Risk management
- b) Timely delivery
- c) AgilePM's basic philosophy
- d) The cost of the project

Answer: C

65. To contribute to the AgilePM principle, never compromise quality, everything is tested:

- a) When the team has completed work on the feature
- b) Before work moves from design to manufacture
- c) Within the deployment phase
- d) As early as possible

Answer: D

66. Teams that work in a spirit of active cooperation and commitment will always:

- a) Deliver a full solution to time
- b) Outperform groups of individuals working only in loose association
- c) Learn more from each other than from other teams

- d) Work better on successive projects

Answer: B

67. When AgilePM 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 what principle is being advocated?
- a) Build incrementally from firm foundations
 - b) Develop Iteratively
 - c) Focus on the business need
 - d) Demonstrate control

Answer: A

68. In order to converge on an accurate business solution AgilePM uses:
- a) Iterative development to deliver the right solution
 - b) A refined process model for use on all projects
 - c) Incremental delivery to improve project performance
 - d) A fully experienced delivery team

Answer: A

69. If the AgilePM team is to ensure that the principle 'Communicate continuously and clearly' is practiced which of the following activities will it need to undertake?
- a) Communicate informally regularly and frequently during the working day
 - b) Produce full reports and attend frequent meetings
 - c) Run daily team stand-up sessions and use facilitated workshops
 - d) Ensure that every action is documented and approved

Answer: C

70. Compromising any of the principles undermines AgilePM's philosophy, as together they:
- a) Guarantee a successful project output
 - b) Contribute essential attributes to all the delivery team members
 - c) Create an environment which enables the Project Manager to be part time
 - d) Deliver a collective value that outweighs their individual benefits

Answer: D

71. The preparation of the Management Foundations and Timebox Plans are designed to assist the Project Manager and the AgilePM team to follow what principle?
- a) Communicate continuously and clearly
 - b) Focus on the business need
 - c) Never compromise quality
 - d) Demonstrate control

Answer: D

72. The Business Analyst is responsible for facilitating a high level of _____ between team members
- a) involvement
 - b) collaboration
 - c) input

- d) delegation

Answer: B

73. The principles direct the team in the attitude they must take and the:

- a) Approach they must take to collaboration
- b) Mindset they must adopt in order to deliver consistently
- c) Establishment of the timeboxing periods
- d) Governance procedures for the project management team

Answer: B

74. In support of the AgilePM principle, collaborate, the Business Visionary, Business Ambassador and Business Advisor roles:

- a) Are optional and can be deleted without compromising quality
- b) Define and develop the product to meet the business needs of the business sponsor
- c) Bring the appropriate subject matter experts into the project so they can contribute to the solution
- d) Hold the Project Manager accountable for the work of the development team(s)

Answer: C

75. An AgilePM team needs to be _____ when monitoring and controlling progress

- a) proactive
- b) reactive
- c) pragmatic
- d) adventurous

Answer: A

76. The 'Collaborate' principle is worked out in an AgilePM project when which of the following is happening?

- a) Project Managers organise teams according to a master project plan
- b) All members of the project team involve themselves in every step of development
- c) Members of the team are empowered to take decisions on behalf of those they represent
- d) No-one needs to ask anything because they are provided with full details of all they have to do

Answer: C

77. Delivering products on time is a very desirable outcome for a project and is:

- a) Quite often the single most important success factor
- b) Absolutely essential for success
- c) Likely to take second place to delivery to scope
- d) The only criteria that matters

Answer: A

78. 'Develop Iteratively' is one of the AgilePM principles which is supported when which of the following actions is taken by the team?

- a) Ensure the team deploys the longest iteration cycles possible
- b) Build customer feedback into each iteration

- c) Create a physical prototype for every feature to aid development
- d) Build supplier feedback into each iteration

Answer: B

79. In order to deliver real business benefit early, AgilePM advocates:

- a) Iterative development
- b) A co-located delivery team
- c) A team that is as large as possible
- d) Incremental delivery

Answer: D

80. If the business agrees that the features in the minimum usable subset have been provided adequately, then the solution should be acceptable' is a definition of what AgilePM principle?

- a) Focus on the business need
- b) Communicate continuously and clearly
- c) Demonstrate control
- d) Never compromise quality

Answer: D

81. The collective value of AgilePM's principles enables organisations to do which of the following?

- a) Deliver best value business solutions collaboratively
- b) Trust its project team to work independently
- c) Achieve the best return on investment
- d) Micromanage the project at every step

Answer: A

82. It is essential to be in control of a project:

- a) When reports are needed
- b) During the start and end of a critical project
- c) At all times
- d) As directed by the Project Manager

Answer: C

83. AgilePM emphasises the value of human interaction through Stand-ups, Facilitated Workshops, clearly defined roles and user involvement. What principle is being described as being fulfilled this way?

- a) Build incrementally from firm foundations
- b) Never compromise quality
- c) Communicate continuously and clearly
- d) Demonstrate control

Answer: C

84. AgilePM advocates a _____ to change that relies on iteration in order to embrace change

- a) restrained approach
- b) bureaucratic approach
- c) business-like approach

- d) pragmatic approach

Answer: D

85. In order to fulfil the principle, deliver on time, AgilePM teams will:

- a) Compromise on quality
- b) Timebox the work
- c) Treat cost as a variable
- d) Off-set any overruns by using overtime

Answer: B

86. It is important to remember that a project is:

- a) A means to an end, not an end in itself
- b) Self-serving
- c) To be treated as only a mechanism for delivering a business product
- d) The most significant part of business as usual

Answer: A

87. To practice the principle 'Focus on the business need' means the team will do which of the following?

- a) Guarantee the Minimum Usable Subset
- b) Deliver to the full specification agreed up front
- c) Produce a valuable product which may require more time to complete
- d) Consult with the sponsor at each development step to ensure compliance

Answer: A

88. Which of the following should an AgilePM team do if they are upholding the 'Never compromise quality' principle?

- a) Only attempt what can be achieved in the limited time available
- b) Provide the customer with a statement of what has been done during deployment
- c) Use only top level components to develop the product
- d) Design, document and test appropriately

Answer: D

89. Techniques such as Timeboxing and MoSCoW Prioritisation enable AgilePM teams to implement what principle?

- a) Build incrementally from firm foundations
- b) Deliver on time
- c) Develop Iteratively
- d) Focus on the business need

Answer: B

90. If an AgilePM team is seeking continuous business sponsorship and commitment which principle is it upholding?

- a) Focus on the business need
- b) Never compromise quality
- c) Communicate continuously and clearly

- d) Demonstrate control

Answer: A

91. Managing proactively is one way of ensuring that control is demonstrated. Which of the following is another way of upholding that principle?
- a) Involve every team member in developing the project plan
 - b) Measure progress through a focus on completed activities
 - c) Providing the customer with regular and routine reports
 - d) Make plans and progress visible to all

Answer: D

92. When AgilePM advocates a pragmatic approach to change what principle is behind the statement?
- a) Demonstrate control
 - b) Develop Iteratively
 - c) Focus on the business need
 - d) Communicate continuously and clearly

Answer: B

93. In line with the fifth and sixth principles, the AgilePM lifecycle is both:
- a) Iterative and incremental
 - b) Developmental and worthwhile
 - c) Iterative and integrative
 - d) Process driven and incremental

Answer: A

94. The AgilePM lifecycle can be configured for:
- a) Risky projects
 - b) Hardware projects
 - c) Small projects
 - d) Software projects

Answer: C

95. Once the lifecycle has been configured, the team structures have been refined and key products given more emphasis is it appropriate in larger projects to introduce additional management products?
- a) No, because AgilePM restricts management products to those it defines
 - b) Yes, because they would inappropriate for smaller projects
 - c) No, because they would need to be developed using the Engineering phase
 - d) Yes, because corporate management has the right to impose any necessary management product

Answer: B

96. What AgilePM phase has the objective of expanding and refining any products required to successfully operate and support the solution in live operation?
- a) Engineering

- b) Exploration
- c) Deployment
- d) Foundations

Answer: A

97. Increments are in turn divided into:

- a) Iteration phases
- b) Development Timeboxes
- c) Deployed features
- d) Daily Stand-Ups

Answer: B

98. AgilePM provides what type of framework consisting of seven lifecycle phases?

- a) Fixed and repetitive
- b) Open and challenging
- c) Iterative and definitive
- d) Iterative and incremental

Answer: D

99. The project / programme characteristics must be taken into consideration in order to configure the optimum lifecycle for delivery of:

- a) The Minimum Usable Subset
- b) The most advanced product possible
- c) User training and maintenance support
- d) Early business benefit and risk mitigation

Answer: D

100. What phase in the AgilePM lifecycle has an objective of baselining the high-level requirements for the project and describing their priority and relevance to the business need?

- a) Pre-Project
- b) Engineering
- c) Deployment
- d) Foundations

Answer: D

101. The project / programme characteristics must be taken into consideration in order to configure the _____ early business benefit and risk mitigation

- a) best option for the production of
- b) ultimate product for the recovery of
- c) development management team for the recovery of
- d) optimum lifecycle for delivery of

Answer: D

102. The primary purpose of the Deployment phase is to:

- a) Refine the specification for the solution
- b) Deliver the proposed return on investment

- c) Get the solution into live / production use
- d) Test the product before the Engineering phase can be completed

Answer: C

103. If there is a need to generate versions of the full solution as early as possible in order to prove viability of the solution and/or properly plan for deployment which aspect of configuring the Lifecycle may be useful?
- a) Using very short Timeboxes with unlimited resources
 - b) Deploying each feature as developed to gain early user feedback
 - c) Separating the project into two work streams with two Project Managers
 - d) The use of multiple teams with Exploration and Engineering work split between them

Answer: D

104. The work of the pre-project phase simply formalises a proposal for a project and places it:
- a) In a ranked priority against business as usual work
 - b) In the context of other potential work to be carried out by the organisation
 - c) In a backlog of work to be done when development teams have completed their current workload
 - d) Alongside other work to be undertaken so that resources can be assigned on a 'must needs' basis

Answer: B

105. The focus of a Development Timebox may reflect:
- a) A single development phase
 - b) Multiple projects
 - c) The development of at least two 'must have' features
 - d) The development of the project plan

Answer: A

106. The primary purpose of what AgilePM lifecycle phase is to get the solution into live use?
- a) Post-Project phase
 - b) Deployment phase
 - c) Engineering phase
 - d) Pre-Project phase

Answer: B

107. Scalability is a:
- a) Significant problem for the lifecycle
 - b) Key attribute of AgilePM
 - c) Function which should not be used
 - d) Primary capability which must always be employed

Answer: B

108. Combining Exploration and Engineering work to deliver fully engineered subsets of the end product in a single pass is recommended for which of the following reasons?
- a) The preference of the Project Manager

- b) The project is too small to warrant separation of the phases
- c) The architectural risk associated with development is very high
- d) The solution is too complex to separate the two phase

Answer: B

109. The Exploration phase is used to iteratively and incrementally investigate detailed business requirements and:
- a) Translate them into a viable solution
 - b) Turn the prototype into a workable solution
 - c) Handle all deployment options for return on investment
 - d) Hand over to the Engineering phase to produce a full specification for further development

Answer: A

110. Which is an objective of the Pre-Project phase?
- a) To propose a full list of deliverables
 - b) To identify a Business Sponsor and Business Visionary
 - c) To confirm that the business strategy is in line with the project
 - d) To appoint the full development team

Answer: B

111. The end-product of what phase in the AgilePM lifecycle will be refined further during the Engineering phase to ensure technical acceptance criteria such as performance, capacity, security, supportability and maintainability are met?
- a) Engineering
 - b) Post-Project
 - c) Deployment
 - d) Exploration

Answer: D

112. The _____ enables agreement that the project can move safely from one lifecycle phase to another
- a) acceptance of products
 - b) deployment of features
 - c) approval of reports
 - d) certification of quality

Answer A

113. The Post-Project phase takes place after the last planned deployment of the solution and its purpose is to reflect on the performance of the project in terms of the:
- a) Uptime of the product in production use
 - b) Proposed lifetime of the solution
 - c) Ability of the users to operate the product delivered
 - d) Business value actually achieved

Answer D

114. When the project is within the environment of a large business organisation it is important that it recognises and works with which of the following?
- a) Local recommendations
 - b) Business as usual practices
 - c) Corporate governance
 - d) Tight timelines

Answer C

115. If a project is assessed to be simple, low-risk and of short duration which of the following options correctly represents how the Lifecycle may be used?
- a) The Feasibility phase and the Foundations phase must be used in sequence
 - b) The Feasibility phase may be omitted
 - c) The Foundations phase may be omitted
 - d) The Feasibility phase and the Foundations phase may be combined

Answer D

116. To assess whether the benefits described in the Business Case have actually been achieved is the objective of what AgilePM phase?
- a) Deployment
 - b) Pre-Project
 - c) Post-Project
 - d) Exploration

Answer C

117. Once the lifecycle has been configured, the team structures can be refined:
- a) To support multiple teams
 - b) In support of corporate management requirements
 - c) In line with strategic objectives
 - d) To accommodate situations where there is no Project Manager

Answer A

118. What phase in the AgilePM lifecycle provides the first opportunity for deciding whether a proposed project is viable from both a business and a technical perspective?
- a) Deployment
 - b) Foundations
 - c) Feasibility
 - d) Post-Project

Answer C

119. AgilePM recognises the need for which of the following whilst acknowledging and accepting the advantages and constraints of working in a substantial corporate environment?
- a) Rigidity
 - b) Flexibility
 - c) Agility
 - d) Accountability

Answer C

120. Development effort in the Engineering phase is focused primarily on addressing:

- a) Functional requirements
- b) Non-functional requirements
- c) Final features
- d) What high level features will be left out of the deployed solution

Answer: B

121. Which statement correctly expresses the possibility for using more than one development team?

- a) One team may concentrate on exploratory work and the other on engineering work
- b) The AgilePM Lifecycle is not configurable for multiple teams
- c) For AgilePM to be successful there must always be at least three development teams within the project
- d) The deliverable solution will be compromised if two teams undertake different parts of the Lifecycle

Answer: A

122. The iterative nature of AgilePM enables _____ to see work under construction, comment on it and request changes during the development of an increment of the solution

- a) feature developers
- b) business representatives
- c) the Project Manager
- d) potential users

Answer: B

123. How many phases does AgilePM propose?

- a) 7
- b) 5
- c) 8
- d) 2

Answer A

124. What does AgilePM say should provide a focus for a single development phase?

- a) Engineering phase
- b) Deployment
- c) Development Timebox
- d) Features development

Answer C

125. Which of the following statements correctly represents the possibilities for configuring the AgilePM lifecycle?

- a) Small projects to large enterprise-wide programmes
- b) Information technology projects only regardless of size
- c) Any project which does not include any information technology products
- d) Projects where time can be used as contingency

Answer A

126. Once the Pre-Project activity has been completed, typically AgilePM projects begin with:
- a) A Deployment phase followed by a Post-Project phase
 - b) An Exploration phase followed by an Engineering phase
 - c) A Feasibility phase followed by a Foundations phase
 - d) A Foundations phase followed by an Engineering phase

Answer C

127. Actual development work is divided into one or more increments, which normally end with the:
- a) Engineering of the product into a workable solution
 - b) Post-Project evaluation of the benefits
 - c) Pre-Project instruction to commence another project
 - d) Deployment of a working solution into the live environment

Answer: D

128. The Feasibility phase provides the first opportunity for deciding:
- a) If the organisation should require a project to be started
 - b) On the detailed costs for the delivery of the solution to the business problem
 - c) Whether a proposed project is viable
 - d) When the deployments will be made

Answer: C

129. In establishing the foundations, the 3 essential perspectives of business, solution and management need to be combined to provide:
- a) The maximum possible governance
 - b) An AgilePM Lifecycle that ensures on time delivery
 - c) All the skills necessary for operating the deployed solution
 - d) A clear project focus that is both robust and flexible

Answer: D

130. If instrumental success factors (ICFs) of AgilePM projects cannot be met, this presents:
- a) A risk to the AgilePM approach
 - b) The best chance of success
 - c) An unacceptable business case
 - d) An opportunity for the development team to be creative

Answer: A

131. The Deployment phase places the solution created in an increment into:
- a) The next Engineering phase
 - b) Operational use
 - c) Final test
 - d) The hands of users for training

Answer: B

132. The Business Area Definition (BAD) should be created for any project where the proposed solution impacts on which of the following?
- a) Regulatory approval
 - b) Technical Architecture
 - c) Product testing
 - d) Business as usual

Answer: D

133. It is important that the Business Sponsor / senior management understands and accepts the:
- a) Business rationale for the programme
 - b) AgilePM philosophy
 - c) AgilePM Lifecycle
 - d) Delivery of the full product as the only option

Answer: B

134. The senior business management must agree to delegate decision-making to the:
- a) Project Manager as part of the Solution Development Team (SDT)
 - b) Business Advisor and Team Leader
 - c) Business Ambassador(s) in the Solution Development Team (SDT)
 - d) Whole Solution Development Team (SDT)

Answer: C

135. What AgilePM phase has the objective of scoping, planning and resourcing the Feasibility phase?
- a) Foundations
 - b) Post-Project
 - c) Engineering
 - d) Pre-Project

Answer: D

136. The Delivery Plan refines and elaborates on the schedule described in which other management product?
- a) Project Plan
 - b) Outline Plan
 - c) Timebox Plan
 - d) Project Approach Questionnaire (PAQ)

Answer: B

137. What AgilePM Lifecycle phase is used to describe the organisation and governance aspects of the project?
- a) Feasibility
 - b) Foundations
 - c) Exploration
 - d) Engineering

Answer: A

138. The Delivery Control Pack comprises _____ related to the ongoing status of the project
- a) instructions to the project team
 - b) all updated plans
 - c) reports, documents and logs
 - d) information from external sources

Answer: C

139. To achieve an early return on investment, the organisation needs to be amenable to the:
- a) Incremental delivery of solutions
 - b) Easiest features being developed first of all
 - c) Whole solution being engineered in one iteration
 - d) Financial Advisor being instrumental in product development

Answer: A

140. AgilePM identifies deliverables associated with each phase of the lifecycle. These are referred to as:
- a) Solutions
 - b) Outcomes
 - c) Benefits
 - d) Products

Answer: D

141. To improve the performance of the Solution Development Team (SDT) specialists may be called in as long as the:
- a) Project Manager does not change
 - b) Core team remains stable
 - c) Risk is acceptable
 - d) Team does not have more than ten members

Answer: B

142. When necessary, which phase will be used to evolve the Business Area Definition (BAD) and System Architecture Definition (SAD) products into models that describe how the solution works and how it supports all impacted business processes and systems?
- a) Foundations
 - b) Deployment
 - c) Exploration
 - d) Post-Project

Answer: C

143. The formal product definitions are:
- a) Strategic
 - b) Generic
 - c) Templates
 - d) Definitive

Answer: B

144. The Outline Plan is refined and replaced by the Delivery Plan for the project which in turn is refined to create the individual:
- a) Delivery Plans
 - b) Phase plans
 - c) Timebox Plans
 - d) Integration Timeboxes

Answer: C

145. For which AgilePM Lifecycle phase is it a precondition that the Evolving Solution from the Exploration phase has been approved?
- a) Deployment
 - b) Foundations
 - c) P re-Project
 - d) Engineering

Answer: D

146. AgilePM teams rely on rich communication as their first choice. For this to be effective what is the optimum size of Solution Development Team (SDT) suggested by AgilePM?
- a) No more than fifteen and not less than twelve
 - b) At least six
 - c) Three groups of seven
 - d) Five to nine

Answer: D

147. The primary aim of the Terms of Reference (ToR) is to:
- a) Scope and justify the feasibility investigation
 - b) Define the solution to be developed
 - c) Propose how only the Post-Project phase will be undertaken
 - d) Refine the makeup of the Solution Development Team (SDT)

Answer: A

148. What is the name of the simple management product AgilePM provides that helps to identify and confirm the level of achievement of all the relevant factors and to assess potential risk areas to be addressed?
- a) Project Approach Questionnaire
 - b) Programme Approach Questionnaire
 - c) Project Plan
 - d) Project Awareness Questionnaire

Answer: A

149. The number of passes through the Deployment phase will depend on whether it is sensible and feasible for the _____ to accept delivery of the overall solution incrementally
- a) business
 - b) Solution Development Team (SDT)
 - c) Technical Architect
 - d) Business Sponsor

Answer: A

150. AgilePM integrates a project management lifecycle and a product development lifecycle into a:
- a) Simple framework
 - b) Single framework
 - c) Single project management method
 - d) Framework which needs no modification

Answer: B

151. The Outline plan provides an overview of the project from a Project Management and:
- a) The corporate point of view
 - b) Benefits recovery viewpoint
 - c) Product testing
 - d) Solution Delivery perspective

Answer: D

152. If having a common understanding of what needs to be in place is a good starting point for any project then agreeing what else increases the likelihood of a successful AgilePM project?
- a) The specification of the solution to be developed
 - b) The optimum starting position for an AgilePM project
 - c) The characteristics of the Solution Development Team (SDT)
 - d) The degree to which cost and quality can be used to off-set variances in time

Answer: B

153. If a Solution Development Team (SDT) with diverse skills is to function as a coherent unit what capability should all team members have?
- a) Expert technical knowledge of the solution being developed
 - b) Management experience
 - c) Good communication skills
 - d) Knowledge of the regulatory requirements which have to be met

Answer: C

154. For most organisations, AgilePM is all that is needed, although some gain value from integrating AgilePM with project management methods, such as:
- a) Programme management
 - b) Business as usual
 - c) PRINCE2 and PMI
 - d) Corporate strategic development approach

Answer: C

155. When the Business Vision has been evolved from the Feasibility Assessment which of the following should it clearly describe?
- a) The business as it will be after each iteration
 - b) How the big picture differs from the current reality
 - c) Who will be the Business Ambassador
 - d) The responsibilities of the Project Manager

Answer: B

156. In order to deliver the right thing at the right time and handle change dynamically which of the following statement represents what needs to be agreed by all parties?
- a) The project may deliver more than 100% of the possible solution
 - b) The project may not deliver less than 100% of the possible solution
 - c) The project will deliver 100% of the possible solution
 - d) The project may deliver less than 100% of the possible solution

Answer: D

157. During the Exploration phase, all or part of the problem or opportunity is investigated:
- a) And a partial solution is created
 - b) But only a detailed specification will be produced
 - c) Together with a full set of test protocols
 - d) And the full solution developed to production standard

Answer: A

158. The Prioritised Requirements List (PRL) describes, at a high level, which of the following?
- a) The requirements which can safely be left out of the delivered solution
 - b) A breakdown of the detail of the cost and time to deliver the required features
 - c) The requirements that the project needs to address if the Business Case is to be met
 - d) A list of the features which the suppliers believe they can deliver

Answer: C

159. Where a decision is _____ the agreed boundaries this would still need to be formally escalated
- a) outside
 - b) inside
 - c) within
 - d) at the level of

Answer: A

160. What happens after the project has delivered the solution to the business problem or opportunity?
- a) The next Timebox comes into play
 - b) The project team is retained for maintenance purposes
 - c) The project team is disbanded and the Post-Project phase comes into play
 - d) Nothing further needs to happen

Answer: C

161. The Solution Prototype may be which of the following?
- a) Disposable
 - b) Enduring
 - c) Inaccurate
 - d) Deployable

Answer: A

162. The level of business commitment for this project should be:
- a) Left to the discretion of the Project Manager
 - b) Minimal to prevent micromanagement
 - c) Set at the optimum level for full benefits recovery
 - d) Quantified and discussed in the early stages

Answer: D

163. Detailing the Business Case for the project is an aspect of the work of what phase of the AgilePM Lifecycle?
- a) Pre-Project
 - b) Foundations
 - c) Feasibility
 - d) Deployment

Answer: B

164. The Pareto Principle (or 80:20 rule) implies that it is possible that _____ might be enabled by an early interim delivery
- a) all the proposed benefit
 - b) some of the users
 - c) none of the risks
 - d) the vast majority of the benefit

Answer: D

165. The Business Foundations product provides information for and/or about the business that is fundamental to the success of the project and needs to be understood by which of the following?
- a) All project stakeholders
 - b) The Solution Development Team (SDT)
 - c) All Team Leaders across the organisation
 - d) The corporate finance team

Answer: A

166. Choosing AgilePM for a project management method means that the entire project will be driven by which project parameter?
- a) Delivering to full scope
 - b) Providing a solution which will be of highest quality
 - c) Ensuring on-time delivery
 - d) Developing a solution to the 'can do1 philosophy

Answer: C

167. Since AgilePM is typically used for creating solutions that are required quickly, Feasibility and Foundations should last no more than:
- a) A few hours
 - b) A few months
 - c) Two or three days
 - d) A few weeks

Answer: D

168. Which role in AgilePM has Ability to commit appropriate funds and resources?

- a) Teal Leader
- b) Business Sponsor
- c) Solution Developer
- d) Solution Tester

Answer: B

169. Which role in AgilePM approves changes to the high-level requirements in the Prioritised Requirements List (PRL)?

- a) Teal Leader
- b) Business Sponsor
- c) Business Visionary
- d) Business Analyst

Answer: C

170. Which role in AgilePM manages the overall configuration of the project?

- a) Technical Coordinator
- b) Technical Advisor
- c) Project Manager
- d) Business Analyst

Answer: C

171. Which role in AgilePM manages business involvement within the Solution Development Teams (SDTs)?

- a) Business Visionary
- b) Workshop Facilitator
- c) Business Analyst
- d) Project Manager

Answer: D

172. Which role in AgilePM does high-level project planning and scheduling, but not detailed task planning?

- a) Business Visionary
- b) DSDM Coach
- c) Project Manager
- d) Teal Leader

Answer: C

173. Which role in AgilePM determines the technical environments?

- a) Technical Coordinator
- b) DSDM Coach
- c) Project Manager
- d) Teal Leader

Answer: A

174. Which role in AgilePM resolves technical differences between technical team members?
- a) Technical Advisor
 - b) Technical Coordinator
 - c) Solution Developer
 - d) Business Ambassador

Answer: B

175. Which role in AgilePM ensures adherence to standards of best practice?
- a) Technical Advisor
 - b) Solution Developer
 - c) Solution Tester
 - d) Technical Coordinator

Answer: D

176. Which role in AgilePM ensures team functions as a whole and meets objectives?
- a) Technical Advisor
 - b) DSDM Coach
 - c) Team Leader
 - d) Technical Coordinator

Answer: C

177. Which role in AgilePM provides key input to business requirements and design sessions?
- a) Technical Advisor
 - b) Business Visionary
 - c) Team Leader
 - d) Business Ambassador

Answer: D

178. Which role in AgilePM manages workshop process?
- a) DSDM Coach
 - b) Business Visionary
 - c) Team Leader
 - d) Workshop Facilitator

Answer: D

179. People working together effectively are the foundation of:
- a) Any successful project
 - b) A worthwhile solution
 - c) Achieving the proposed return on investment
 - d) A collaborative development team

Answer A

180. The Project Manager role is responsible for:
- a) Developing the solution

- b) Giving clear and detailed technical direction to the development team
- c) Designing the test routines for the deliverable solution
- d) All aspects of the delivery of the solution

Answer D

181. On an AgilePM project team which role is the most senior project-level business role?
- a) The Business Visionary
 - b) The Business Sponsor
 - c) The Project Manager
 - d) The Technical Coordinator

Answer: B

182. In the AgilePM team model the Business Sponsor is responsible for which function(s)?
- a) Detailed features requirements setting
 - b) How the solution will work viewed from the user perspective
 - c) Overall strategic direction and funding
 - d) Design and testing of the solution

Answer: C

183. The _____ supports the Solution Development Team (SDT) through the provision of detailed and often specialist technical input
- a) Solution Tester
 - b) DSDM Coach
 - c) Line Manager
 - d) Technical Advisor

Answer: D

184. Which role in an AgilePM project team is said to provide the glue that holds the project together?
- a) Technical Coordinator
 - b) DSDM Coach
 - c) Project Manager
 - d) Workshop Facilitator

Answer: A

185. The Business Sponsor must hold a sufficiently high position in the organisation to be able to:
- a) Make business decisions on behalf of the project
 - b) Resolve business issues
 - c) Address all risks facing the project
 - d) Commit to the Prioritised Requirements List

Answer: B

186. The _____ ensures that the business needs are properly analysed and are correctly reflected in the guidance the team needs to generate the solution?
- a) Team Leader
 - b) Business Sponsor

- c) Project Manager
- d) Business Analyst

Answer D

187. The Technical Coordinator performs the same function, from a technical perspective, as the Business Visionary does from a:
- a) Business perspective
 - b) Organisation perspective
 - c) Corporate perspective
 - d) Delivery team perspective

Answer A

188. AgilePM assigns clear roles and responsibilities to each person in a project but from which side of the project should such people be recruited to the roles?
- a) Only from the 'customer' side of the project
 - b) From the 'customer' and 'supplier' side of the project
 - c) Only 'supplier' sided people are needed for the Solution Development Team (SDT)
 - d) Only from the 'business' side of the project

Answer B

189. Which role is responsible for providing technical advice about the development of support documentation?
- a) Solution Tester
 - b) Solution Developer
 - c) Technical Advisor
 - d) Team Leader

Answer C

190. The Business Ambassador generally comes from:
- a) Anywhere in the business
 - b) A financial background
 - c) The highest level of management within the business
 - d) The business area being addressed

Answer D

191. The Solution Development Team (SDT) on an AgilePM project is empowered to make decisions on a day-to-day basis:
- a) In consultation with the Project Manager
 - b) Within their agreed Terms of Reference (ToR)
 - c) Provided they meet all their Timebox objectives
 - d) Even if they breach technical requirements

Answer B

192. The Solution Tester should be fully integrated with the Solution Development Team (SDT) and tests the solution in accordance with what management product?
- a) Project Plan

- b) Project Test Plan
- c) Technical Testing Strategy
- d) Generic Testing Protocols

Answer C

193. Specialist roles may also need to be involved and brought into the Solution Development Teams (SDTs) on an ad hoc basis by the:
- a) Project Manager or Team Leader
 - b) Team Leader and Technical Coordinator
 - c) Business Sponsor and Project Manager
 - d) Anyone with an interest in the project

Answer A

194. Which role is key to helping a team with limited experience of using AgilePM get the most out of the approach within the context of the wider organisation in which they work?
- a) Team Leader
 - b) DSDM Coach
 - c) Business Visionary
 - d) Project Manager

Answer B

195. It is vital that the Project Manager takes responsibility throughout the duration of the project. This must include:
- a) All technical decisions on the solution architecture
 - b) Ensuring that all funding is available before any work starts on product development
 - c) Coaching sessions for everyone involved with the project
 - d) Both business and technical delivery aspects of the project

Answer D

196. The solution / technical interests are represented by a number of roles. Which of the following roles is one of them?
- a) Solution Tester
 - b) Project Manager
 - c) Business Advisor
 - d) DSDM Coach

Answer A

197. The Business Advisor will normally be _____ but may for example, simply provide legal or regulatory advice with which the solution must comply
- a) the detail designer of the solution to be produced
 - b) someone from the senior management level of the business sponsoring the project
 - c) able to fully test the solution for conformity to business needs
 - d) an intended user or beneficiary of the solution

Answer D

198. The Business Sponsor is the:

- a) Project Sponsor
- b) Project Champion
- c) User group manager
- d) Team Leader

Answer B

199. Which role in an AgilePM project team is responsible for managing the overall configuration of the project?

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

Answer D

200. The Development roles are Team Leader, Business Ambassador, Business Analyst, Solution Developer and Solution Tester. AgilePM refers to this team jointly as which of the following?

- a) The 'doers' of the project
- b) Those who will justify the work
- c) A random group of technical specialists
- d) The engine room of the project

Answer D

201. A person assuming a Solution Developer role should ideally be allocated to the project on what basis?

- a) From a consultancy background
- b) Full time for the work they will do on the project
- c) For the duration of a single development Timebox
- d) From a senior management level within the business

Answer B

202. As the project's technical design authority, the Technical Coordinator ensures that the Solution Development Teams (SDTs) work in a consistent way, that the project is technically coherent and meets the:

- a) Desired technical quality standards
- b) Demands set out by the users
- c) Full business benefits
- d) Customer's quality expectations

Answer A

203. The Technical Advisor supports the Solution Development Team (SDT) through the provision of detailed and often specialist technical input and advice with regards to - :

- a) Assurance that the solution is evolving correctly
- b) Confirmation that the benefits will be achieved
- c) Compliance with Corporate standards
- d) Compliance with Regulatory standards

Answer A

204. Which role is a leadership role rather than a management role and the person holding it will ideally be elected by his or her peers?
- a) Solution Tester
 - b) Team Leader
 - c) Solution Developer
 - d) Project Manager

Answer B

205. Which role in an AgilePM project team acts as a final arbiter of any disagreements between team members?
- a) Team Leader
 - b) Technical Coordinator
 - c) Business Visionary
 - d) Project Manager

Answer C

206. The DSDM Coach should ideally be:
- a) The Project Manager
 - b) An external consultant
 - c) An experienced Team Leader who can also act as Project Manager
 - d) Certified as a DSDM Coach to ensure competence to fulfil this role has been independently validated

Answer D

207. The Business Visionary remains involved throughout the project providing the team with strategic direction and ensuring that the solution delivered will:
- a) Be able to be used by the receiving community
 - b) Have been developed to the highest possible standard
 - c) Enable the benefits described in the Business Case to be achieved
 - d) Comply with all technical requirements

Answer C

208. AgilePM identifies roles in three categories. Which is the correct combination?
- a) Project, Technical Development and Other
 - b) Business, Project and Finance
 - c) Maintenance, Finance and Project
 - d) Project, Solution Development and Other

Answer D

209. Business Visionary ____.
- a) agrees and controls the technical architecture
 - b) defines the business vision for the project
 - c) ensures business resources are available as needed
 - d) resolves technical differences between technical team members

Answer: B

210. Technical Coordinator _____.
a) is performs testing in accordance with Technical Testing Strategy
b) is managing technical aspects of the transition of the solution into live use
c) is determining the business environments
d) is fully integrated with Solution Development Team (SDT)

Answer: B

211. Project Manager _____.
a) is brought in on ad-hoc basis as and when needed
b) is a catalyst for workshop preparation and communication
c) is coaching the SDT when handling difficult situations
d) is fully integrated with SDT

Answer: C

212. Business Analyst _____.
a) works with team to plan and co-ordinate all aspects of product delivery at detailed level
b) is fully available for Project Manager request
c) interprets business requirements and translates them into a deployable solution
d) ensures business needs are properly analysed and correctly reflected evolution of solution

Answer: D

213. Team Leader _____.
a) is resourcing Specialist Roles as required
b) ensures team functions as a whole and meets objectives
c) is ideally selected by Steering Committee
d) provides command and control, rather than space for creativity

Answer: B

214. Workshop Facilitator is responsible for _____.
a) workshop content, not the context
b) workshop content and the context
c) neither the workshop content and the context
d) workshop context, not the content

Answer: D

215. Which of the following lists contains only SDT roles?
a) Business Ambassador, Solution Developer, Solution Tester
b) Team Leader, Business Visionary, Business Advisor
c) Facilitator, Business Advisor, DSDM Coach
d) Business Ambassador, Solution Tester, Agile Trainer

Answer: A

216. Which role in AgilePM provides specialist input to solution development or testing?
a) Business Ambassador
b) Business Visionary

- c) Business Sponsor
- d) Business Advisor

Answer: D

217. Which role in AgilePM focuses on NFRs (non-functional requirements) if they are achievable?
- a) Technical Coordinator
 - b) Teal Leader
 - c) Solution Developer
 - d) Solution Tester

Answer: A

218. It is possible to have Specialist roles at the Project level. A common example of a Project level specialist role would be which of the following?
- a) Technical specialist
 - b) A second Project Manager
 - c) Operations Coordinator
 - d) Programme strategist

Answer C

219. The Team Leader works with the team to plan and co-ordinate all aspects of:
- a) Project and corporate strategy alignment
 - b) Product delivery at the detailed level
 - c) Product delivery at the high level
 - d) Project performance

Answer B

220. The Workshop Facilitator is responsible for managing the workshop process and is the:
- a) Sole point of contact for the Solution Development Team (SDT)
 - b) Chairperson for all Daily Stand-Ups
 - c) Catalyst for preparation and communication
 - d) Remover of all roadblocks affecting team performance

Answer C

221. The Business Analyst is fully integrated with Solution Development Team (SDT) and focuses on which of the following aspects of the project?
- a) The relationship between the business and technical roles
 - b) Developing the most useful solution possible
 - c) Delivering the benefits after Deployment
 - d) Managing the project to a successful conclusion

Answer A

222. What role is the catalyst for preparation and communication and should be independent of the outcome to be achieved in the workshop?
- a) Workshop Facilitator
 - b) Project Manager
 - c) Team Leader

- d) Solution Developer

Answer A

223. The _____ interprets business requirements and translates them into a deployable solution that meets functional and non-functional needs
- a) Business Analyst
 - b) Team Leader
 - c) Solution Developer
 - d) Project Manager

Answer C

224. Which statement correctly describes how people may be assigned to an AgilePM project team?
- a) One person may cover two or more roles and a role may be split between two or more people
 - b) Each role should be taken by only one person
 - c) A person delegated to the team may take on only one role
 - d) All team members must be seconded full time to the project

Answer A

225. Working closely with the rest of the Solution Development Team (SDT), the Business Ambassador:
- a) Ensures that the business needs are properly analysed
 - b) Replaces the need for a Project Manager
 - c) Guides the evolution of the solution
 - d) Tests every part of the developed solution

Answer C

226. AgilePM advocates the use of models to improve communication and to create or challenge ideas by:
- a) Providing fully functioning devices for final inspection
 - b) Revealing the Won't Haves
 - c) Organising a Facilitated Workshop
 - d) Making developing products visible

Answer D

227. The Project Manager or Business Analyst should challenge requirements if they are not obvious Must Haves but whose responsibility is it to prove a requirement is a Must Have?
- a) Business Analyst
 - b) Business Visionary
 - c) Solution Developer
 - d) Team Leader

Answer B

228. In AgilePM, the Business Ambassador knows what is needed, the Solution Developers know how to evolve the product and the Business Ambassador and Business Advisors in collaboration with the Solution Testers are responsible for which of the following?
- a) Judging whether the resulting product is fit for purpose
 - b) Determining whether the product is ready for testing
 - c) The Prioritised Requirements List
 - d) Facilitated Workshops

Answer A

229. Facilitated Workshops are a specialised type of meeting, with a clear objective (product), a workshop owner, who needs the outcome of the workshop and is the:
- a) Driver for it to happen
 - b) Chairperson of all meetings
 - c) Most senior person on the project team
 - d) Intended user of the solution

Answer A

230. The aim of which iteration of a Timebox is to complete as much of the development work as possible including testing the deliverable(s)?
- a) Refinement
 - b) Consolidation
 - c) Investigation
 - d) Close-out

Answer A

231. Solution Quality has to encompass not just customer satisfaction (although this is a key measure), but also:
- a) Regulatory compliance
 - b) User agreement
 - c) Technical and support concerns
 - d) Architectural coherence

Answer C

232. In an AgilePM project requirements evolve as the project progresses. As this happens they become which of the following?
- a) Less detailed
 - b) Highly involved
 - c) Less possible to produce economically
 - d) More detailed

Answer D

233. Which of the following statements correctly defines what the project team has agreed it will do about the Won't have's?
- a) Deliver if time and cost permit
 - b) Start a new project to deliver
 - c) Not deliver
 - d) Be impossible to produce and deliver

Answer C

234. Since AgilePM is all about time-driven solutions, successful AgilePM projects typically focus on delivering a working solution on time, rather than:
- a) Testing for total compliance
 - b) Waiting for an even better solution later
 - c) Overspending on a more attractive product
 - d) Renegotiating Terms of Reference (ToR)

Answer B

235. At the lowest level of detail there will be a point where the requirement does not need to be written down. When this point is achieved what should happen to the requirement?
- a) Prioritised as a Won't Have
 - b) Omitted from the solution being developed
 - c) Built directly into the solution
 - d) Referred to the Business Sponsor for decision making

Answer C

236. The aim of Investigation is to provide a firm foundation for the work to be carried out during which other iteration of a Timebox?
- a) Consolidation
 - b) Refinement
 - c) Close-out
 - d) Kick off

Answer B

237. A Should Have may be differentiated from a Could Have by reviewing the degree of:
- a) Unhappiness in the organisation by it not being met
 - b) Loss of benefit by it not being met
 - c) Risk generated by it not being met
 - d) Pain caused by it not being met

Answer D

238. Ask the question 'What happens if this requirement is not met?' If the answer is 'Cancel the project - there is no point in implementing a solution that does not meet this requirement' then it is a:
- a) Must Have requirement
 - b) Should Have requirement
 - c) Could Have requirement
 - d) Won't Have requirement

Answer A

239. The emphasis in AgilePM remains on ensuring that any models used enhance communication and are as clearly understood by which of the following?
- a) Senior management
 - b) The Solution Development Team (SDT)

- c) Business Ambassador
- d) The intended audience as by the creators

Answer D

240. The aim of the Kick-off is to review the Timebox objectives to gain which of the following?
- a) Full agreement that the solution is achievable
 - b) Business consent that the work can commence
 - c) Common understanding of what is to be achieved
 - d) Certification that the product will meet regulatory requirements

Answer C

241. The AgilePM approach to requirements involves establishing the requirements early, at a high level during the Feasibility and Foundations Phases, agreeing these with the:
- a) Team Leader
 - b) Business Sponsor
 - c) Project Manager
 - d) Business Visionary

Answer B

242. As part of AgilePM's drive for clear and continuous communication what does it offer as having significant benefits in making ideas, situations and options visible?
- a) Modelling
 - b) Displaying
 - c) Graphing
 - d) Monitoring

Answer A

243. Every Timebox can be considered as beginning with a Kick-off and ending with:
- a) Agreement by everyone involved
 - b) Project closure
 - c) Approval of the evolved solution
 - d) A Close-out meeting

Answer D

244. The cycles of Identify, Plan, Evolve and Review, combined with the structure of _____ the, comprising iterations of Investigation, Refinement and Consolidation, ensure that the iterative process is well controlled
- a) Defined Testing Protocols
 - b) Solution Development Timebox
 - c) Solution Development Team (SDT)
 - d) Project Plan

Answer B

245. MoSCoW is a technique for helping to understand:
- a) Geography
 - b) Priorities

- c) People
- d) Practices

Answer B

246. During an AgilePM project, there are key points in the early stages_____ where quality decisions need to be made. The reason for making these decisions early is so that everyone involved in the project clearly understands what is and what is not acceptable.
- a) limited to Pre-Project
 - b) at the Project Manager's discretion
 - c) up to and including Foundations
 - d) determined by the Business Sponsor

Answer C

247. The factors which have been found, in practice, to greatly improve the success of Facilitated Workshop are an effective, trained, independent:
- a) DSDM Coach
 - b) Project Manager
 - c) Workshop Facilitator
 - d) Workshop Owner

Answer C

248. AgilePM proposes that the Project Manager should make sure that two things are in place at the beginning of each Solution Development Timebox. One is properly formulated Solution Foundations to guide development, what is the other?
- a) Well defined testing parameters
 - b) Adequate resources for the development
 - c) Properly defined acceptance criteria
 - d) No roadblocks which could hinder iterative development

Answer C

249. AgilePM advocates clear and continuous communication using rich communication techniques. Which of the following does AgilePM consider to be key aspects of communication?
- a) Monthly meetings to discuss progress
 - b) The development of models and prototypes
 - c) Detailed plans for the development of features provided by the Project Manager
 - d) Face to face discussions with written up minutes

Answer B

250. Facilitated Workshops lead to participants feeling more involved and:
- a) A quicker route to a solution being developed
 - b) More able to leave the project when times are tough
 - c) Project Managers able to manage better
 - d) Committed to the end results

Answer D

251. The MoSCoW rules have been cast in a way that allows the delivery of the _____ of requirements to be guaranteed
- a) Minimum Usable Subset
 - b) best Possible Solution
 - c) lowest level
 - d) Maximum Usable Subset

Answer A

252. In AgilePM, quality is about delivering a solution that is fit for purpose which means delivering a working solution which meets?
- a) Agreed acceptance criteria
 - b) Customer quality expectations
 - c) 80% of the agreed requirements
 - d) User acceptance testing

Answer A

253. Which of the following statements correctly defines a non-functional requirement?
- a) A service that needs to be provided
 - b) How well something is to be carried out
 - c) Functionality that may fail in service without detriment to the business
 - d) A feature that can safely be left out of the deployed solution

Answer B

254. Provided the team can demonstrate control over what they are doing, it is important that the Project Manager employs what form of management over the team?
- a) Management by directive
 - b) Control and command
 - c) Manage by objectives
 - d) Management by exception

Answer D

255. Models and prototypes will help to analyse and present some of the required technical information in:
- a) Sequential iterations
 - b) Written form
 - c) Manageable increments
 - d) Management stages

Answer C

256. AgilePM recommends controlling via a cycle of three iterations - Investigation, Refinement,
- a) Testing
 - b) Consolidation
 - c) Deployment
 - d) Rework

Answer B

257. Iterative development is a process where the delivery of a product results from a repeated cycle of development activity where each execution of the cycle yields a result successively closer to a desired outcome:
- a) Until a perfect solution is developed
 - b) Resulting in a fully capable product
 - c) Converging on an accurate solution
 - d) Acceptable to the customer

Answer C

258. Facilitated Workshops are a process in which a neutral facilitator, with no stake in the outcome of the workshop, enables a group to work together to _____, whether that be solving a problem, building a plan, gathering requirements or making a decision.
- a) develop the solution
 - b) appoint the Business Sponsor
 - c) identify the business strategy
 - d) achieve an agreed goal

Answer D

259. At its simplest, a requirement is a service, feature or function that the user wishes the solution to:
- a) Perform or exhibit
 - b) Be capable of showing a return on investment
 - c) Be incapable of performing or exhibiting
 - d) Display

Answer A

260. AgilePM proposes that participants of a Facilitated Workshop should receive a workshop report very soon after the workshop closes. What timescale is recommended by AgilePM for the distribution of the report?
- a) Within 48 hours
 - b) After a week
 - c) Before the Workshop formally ends
 - d) Within 4 hours by email

Answer A

261. Timeboxing is a key technique in AgilePM. It is a well defined process to control the creation of low-level products in an iterative fashion, with:
- a) Several specific review points
 - b) Automatic correction features built in
 - c) Control exercised by the Business Sponsor
 - d) No need for any reviews

Answer A

262. Why does a Facilitated Workshop make it possible for everyone to communicate and collaborate effectively with each other and have greater confidence in the result?
- a) All participants are given written invitations to attend
 - b) All relevant stakeholders are present at the same time

- c) Full minutes of all discussions are written up and distributed within an hour of the end of a workshop
- d) Only the most effective people may attend, keeping the discussions short

Answer B

263. AgilePM advocates that there should be open discussions on Solution Quality from the start of the project, therefore, it suggests that Solution Quality should be part of which management product(s)?
- a) Business Case
 - b) Increment Review Record
 - c) Timebox Review Record
 - d) All plans

Answer D

264. How the Exploration and Engineering phases overlap, merge and flip from one to the other is left to a particular project to decide based on the:
- a) Nature of the solution being created
 - b) Preferences of the Solution Tester alone
 - c) Directives from senior management
 - d) Resources available

Answer A

265. Earned value analysis is a standard measure used throughout industry to control projects. Its basis is defined by which of the following?
- a) Measuring the value that has been earned to date in the project
 - b) Analysing the benefits each deployed feature brings to the business
 - c) Understanding the total cost spent by the project to date
 - d) Evaluating the return on investment

Answer A

266. Initial estimates during Feasibility will be based on the limited information known about the project at this stage, but also on:
- a) Statistical evidence from wide range of projects
 - b) An average cost of the last few projects undertaken by the team
 - c) The judgement call of the Business Sponsor
 - d) Experience of similar solutions in different projects

Answer D

267. Objectives of the Feasibility phase are to describe the organisation and:
- a) Management skills required
 - b) Deployment team needs
 - c) Governance aspects of the project
 - d) Senior management involvement with the solution evolution

Answer C

268. Allow the people doing the work to estimate:

- a) No-one else can do it
- b) They have a vested interest in being right
- c) Their opinion is always right
- d) Everyone else is too busy

Answer B

269. In considering product maintainability one option is to 'deliver first, re-engineer later'. In that case the business priority is to elicit and _____ the required functionality quickly
- a) develop
 - b) test
 - c) design
 - d) implement

Answer D

270. Which two functions are used to derive a value of team velocity?
- a) Effort and output
 - b) Time and cost
 - c) Output and waste
 - d) Planned time and actual time

Answer A

271. At the lowest level of detail, there will be a point where the requirement does not need to be written down, rather it is simply evolved with input from the:
- a) Business Ambassador
 - b) Business Advisor
 - c) Team Leader
 - d) Solution Developer

Answer A

272. Learning always occurs as a project progresses through the different AgilePM phases so any attempt to freeze the scope will usually mean which of the following will occur?
- a) Solution Development Teams (SDTs) will have to start work on a new project
 - b) The project may miss many of the stakeholders' key requirements
 - c) The Solution Tester may not know what to do
 - d) The project may not be given authority to start development

Answer B

273. Solution Testers will report to the Technical Coordinator about the solution's:
- a) Conformity to architecture
 - b) Technical quality
 - c) Feasibility
 - d) Value for money

Answer B

274. The AgilePM approach to requirements involves establishing the requirements at a high level during the Feasibility and Foundations Phases and agreeing them with which particular role?

- a) Business Sponsor
- b) Project Manager
- c) Business Visionary
- d) Team Leader

Answer A

275. Estimates need to include a level of contingency to allow for which of the following?
- a) Poor estimating
 - b) Planning to a very low level
 - c) The pessimism of some developers
 - d) Risks associated with unknown factors

Answer D

276. An objective of _____ is to train the end users of the solution and/or provide necessary documentation to support the live operation of the solution in the business environment
- a) Deployment
 - b) Post-Project
 - c) Engineering
 - d) Exploration

Answer A

277. The Business Visionary remains involved throughout the project providing the team with:
- a) Programme guidance
 - b) Strategic direction
 - c) Technical decision making
 - d) User requirements

Answer B

278. If by the end of Foundations the requirements have been baselined can they be changed at all thereafter?
- a) Yes, provided the change is under control
 - b) No, it is now fixed for the duration of the project
 - c) Yes, with the agreement of the Technical Author
 - d) No, since product may have already been produced

Answer A

279. AgilePM specifies Business roles to identify who is responsible for defining, agreeing and:
- a) Testing products
 - b) Approving the Deployable Solution
 - c) Prioritising requirements
 - d) Managing the team

Answer C

280. The aim of the Foundations phase is to create a high-level but sound view of which of the following?
- a) Whether there is a feasible solution to the business problem

- b) The full detail of the business need
- c) The business and technical aspects of the project
- d) Whether the benefits in the Business Case have been achieved

Answer C

281. The Business Analyst has two major responsibilities. One is to ensure that the business needs are properly analysed; what is the second?
- a) To define the solution that will fulfil the business needs
 - b) Identification of the users and those who will maintain the product
 - c) Final approval of the developed solution
 - d) That business needs are correctly reflected in the guidance the team needs

Answer D

282. The total business value is stated in the _____ and may be broken down into different elements
- a) Project Timebox Plan
 - b) Prioritised Requirements List
 - c) Business Case
 - d) Project Approach Questionnaire (PAQ)

Answer C

283. Measurement is a powerful tool to help deliver projects successfully - using appropriate measures improves:
- a) Understanding and control
 - b) Uncertainty
 - c) The Prioritised Requirements List
 - d) The Project Manager's performance

Answer A

284. Understanding the number of defects within a project is an aspect of quality which can be useful for the Project Manager and Team Leader to measure which function?
- a) Morale
 - b) Features completed
 - c) Progress
 - d) Overtime needed

Answer C

285. If evolving the solution according to the actual business need is critically important which activity would AgilePM propose to meet that need?
- a) Using the AgilePM Lifecycle as given in the manual
 - b) Modelling and prototyping
 - c) Appointing senior management as one of the Solution Testers
 - d) Increasing the time and cost as necessary

Answer B

286. The team has the authority to de-scope Should Have or Could Have requirements, by agreement of the team, including Solution Developers and:
- a) Project Manager
 - b) Business Advisor
 - c) Business Ambassadors
 - d) Team Leader

Answer C

287. The Business Sponsor must hold a sufficiently high position in the organisation to be able to resolve business issues (e.g. to force open closed doors) and make:
- a) Scheduling decisions
 - b) Organisational decisions
 - c) Programming decisions
 - d) Financial decisions

Answer D

288. Teams should get an estimate from an expert - someone who has done this before, but should not allow this to:
- a) Be cast in concrete
 - b) Become a commitment on spend too soon
 - c) Be modified by the Business Sponsor
 - d) Override the estimate of the person doing the work

Answer D

289. In AgilePM, the quality of an AgilePM solution is judged on whether it contains:
- a) Enough Must Haves for it to be judged worth having
 - b) At least the Minimum Usable Subset
 - c) Everything in the Prioritised Requirements List
 - d) All the users asked for

Answer B

290. Lowering the Solution Quality acceptance standard just to meet the deadline or budget'
- a) Perfectly acceptable
 - b) What AgilePM is about
 - c) Acceptable when all else fails
 - d) Not an option

Answer D

291. Solution Development Teams (SDTs) should obtain estimates from a range of different people and not allow what to dissuade them from estimates which may be higher than normal?
- a) Peer review
 - b) Management compulsion
 - c) User input
 - d) Peer pressure

Answer D

292. Continued involvement from the Business representatives during which phase provides an ongoing opportunity to validate fitness for business purpose from a functional perspective?
- a) Exploration
 - b) Deployment
 - c) Engineering
 - d) Post-Project

Answer C

293. If engagement with the wider group of users and stakeholders is needed when an AgilePM project is underway which of the following would be of assistance?
- a) Detailed reports on a regular basis
 - b) Weekly project progress meetings
 - c) MoSCoW prioritisation
 - d) Facilitated workshops

Answer D

294. What role co-ordinates all aspects of management of the project at a high level?
- a) Business Sponsor
 - b) Senior management
 - c) Team Leader
 - d) Project Manager

Answer D

295. To which role does the Team Leader report?
- a) Technical Coordinator
 - b) Project Manager
 - c) Business Ambassador
 - d) Business Sponsor

Answer B

296. Is AgilePM recognised as an appropriate approach for ISO 9001 accreditation?
- a) No
 - b) Yes
 - c) Only if accompanied by another acceptable project management method
 - d) Only if the Project Manager is properly qualified

Answer B

297. The primary reason for measuring business value is to:
- a) Add value to the business
 - b) Improve on previous iterations of development
 - c) Demonstrate progress and return on investment
 - d) Change estimates to coincide with actual values

Answer C

298. The Foundations phase is aimed at establishing firm and enduring foundations for the project. In establishing the foundations, the three essential perspectives of:

- a) Business, solution and management need to be combined
- b) Organisation, procurement and sales have to be considered
- c) Regulatory bodies, management and solution ought to be thought through
- d) Defining, delivering and testing must be approved

Answer A

299. That all required project personnel and stakeholders are engaged as necessary is a precondition for moving out of which AgilePM phase?

- a) Foundations
- b) P re-Project
- c) Engineering
- d) Exploration

Answer A

300. The Development Timebox Plan is based on estimates created at the task level, therefore, which of the following statements is correct?

- a) The level of uncertainty is lower and the accuracy higher
- b) The level of uncertainty is higher and the accuracy lower
- c) The level of uncertainty and accuracy remain unchanged
- d) The development team need to take direction from the Project Manger

Answer A

301. Why does AgilePM's use of Development Timeboxes eliminate the risk of the project not achieving final sign-off?

- a) An evolved solution is always better than a pre-defined solution
- b) The Business Ambassador was part of the development team
- c) The Solution Tester confirms that all the requirements have been fully met
- d) The business accepts the evolving solution incrementally

Answer D

302. Features are flexible but within the constraints of delivering at least the minimum acceptable level of:

- a) Success
- b) Business benefit
- c) Participation
- d) Return on investment

Answer B

303. When considering risk in an Agile project it is usually appropriate to run a _____ workshop early on in the project but the same technique can be used at any appropriate time

- a) Timebox Workshop
- b) Facilitated Workshop
- c) Risk Mitigation
- d) Risk Analysis

Answer D

According to AgilePM, is experience on the current project useful when refining plans?

- a) Yes, as the more you know, the better you can plan
- b) No, since refinement is all about future plans
- c) Yes, because yesterday's errors should not be compounded
- d) No, the past should be forgotten, quickly

Answer A

304. What type of approach does AgilePM take to planning which results in creating a detailed plan for the next phase and an approximation for the later steps?

- a) Evolutionary
- b) Activity based
- c) Evolving
- d) Estimating

Answer A

305. In an AgilePM project, the Timebox deadline is sacrosanct, often because it is set by the:

- a) Project Manager
- b) Business Ambassador
- c) Business need
- d) Regulatory authority

Answer C

306. A typical Outline Plan will plan the next few weeks (the Foundations) in detail, provide an outline for the first increment and:

- a) List the planned dates for deployment of later increments
- b) Recommend a set of benefits recovery dates
- c) Indicate when the follow-on upgrade project will begin
- d) Show all non-working days

Answer A

307. Burn Down charts and Burn Up charts are also useful for visibly demonstrating the current status and the:

- a) Proposed conclusion
- b) Forecast deviation
- c) Projected outcome
- d) Standard deviation

Answer C

308. AgilePM's approach is based around the idea that Time, Cost and Quality are fixed and contingency is built around the prioritisation of Features. If the business need all features to be delivered what should happen?

- a) The project can continue as planned with Must Haves being rated as 100%
- b) The project should be stopped immediately
- c) Regulatory authorities should be consulted
- d) Contingency must be built in to Time and/or Cost instead.

Answer D

309. Adding resource to a project that is struggling very rarely helps and can adversely affect performance. What reason does AgilePM give for this advice?
- a) They get in each other's way
 - b) The resources who have been delivering take time out to bring newcomers up to speed
 - c) New resources are prone to re-defining the Prioritised Requirements List
 - d) The resources who have been delivering become demoralised by the addition of fresh resources

Answer B

310. People who take on which particular role are likely to be new to the development team and need to be integrated quickly to get the most effective work from the team as a whole?
- a) Team Leader
 - b) Business Sponsor
 - c) Business Ambassador
 - d) Solution Tester

Answer C

311. It is the responsibility of the Project Manager to ensure that collaboration is:
- a) Maintained
 - b) Upheld
 - c) Effective
 - d) Withheld

Answer C

312. In AgilePM, business users and solution developers collaborate to produce a solution that both meets the business need and is maintainable. This requires a change of style for those Project Managers who are used to:
- a) Being very relaxed about what the suppliers do
 - b) Controlling their developers tightly
 - c) Allowing Team Leaders to do their own planning
 - d) Micromanaging every aspect of the entire project

Answer B

313. If Timeboxes are not delivering as many features as anticipated there is a potential consequence that the project will deliver all the MUSTs but not all the Should and Could requirements. Is this acceptable?
- a) Yes, the customer is not expecting any Should or Could features
 - b) Yes, this is in line with the AgilePM approach
 - c) No, at least 90% of all Should Have features must be delivered
 - d) No, AgilePM does not accept this situation as being right

Answer B

314. Determining the business benefit that will result from a given project is a very important early step:
- a) Towards a successful project outcome
 - b) In ensuring a sound project

- c) In gaining a Project Champion as early as possible
- d) For defining the users

Answer B

315. What AgilePM management product created during the Feasibility phase and then revisited during Foundations helps to identify potential risk areas?
- a) Outline Plan
 - b) Terms of Reference (ToR)
 - c) Risk Log
 - d) Project Approach Questionnaire (PAQ)

Answer D

316. Initial planning and prioritisation should set the percentage of Musts at about what level?
- a) 0.8
 - b) 0.6
 - c) 0.4
 - d) 0.2

Answer B

317. Which of these following aspects of an AgilePM project is an informal but planned communication process?
- a) Weekly Stand-up
 - b) Close-out meeting
 - c) Daily Stand-Up
 - d) Timeboxes

Answer C

318. Which roles does AgilePM propose should use collaborative techniques, such as Facilitated Workshops, for planning?
- a) Project Managers and Team Leaders
 - b) Technical Coordinators and Project Managers
 - c) Solution Developers and Solution Testers
 - d) All members of the project team

Answer A

319. What does AgilePM claim to be a key control that can be adjusted?
- a) Time
 - b) Features
 - c) Cost
 - d) Resource

Answer B

320. Once the project moves into Exploration and Engineering within Development Timeboxes, enough information is now available to create the detail of the:
- a) Deployment Plan
 - b) Project Plan

- c) Phase Plan
- d) Benefits Review Plan

Answer A

321. A Development Timebox should typically be within which range of days?
- a) 20 to 60
 - b) 10 to 30
 - c) 5 to 7
 - d) 60 to 80

Answer B

322. Adopting one of the agile approaches which promote 'No design up front' (NDUF) can introduce significant risks when delivering a solution into:
- a) Any environment
 - b) Existing systems
 - c) A customer's business by an external supplier
 - d) A complicated corporate architecture

Answer D

323. A project risk is something that may happen and, if it does, it will have:
- a) A value added effect
 - b) No effect at all
 - c) A detrimental effect
 - d) To be removed

Answer C

324. Managing AgilePM projects relies on having a _____ who focuses on motivating and supporting their empowered teams, rather than micro-managing at a task level
- a) Team Leader
 - b) Business Sponsor
 - c) Project Manager
 - d) DSDM Coach

Answer C

325. Delivery planning focuses on two areas: _____ and defining the approaches to be used across the project for developing and controlling the development of, the solution
- a) scheduling work
 - b) proposing the spend pattern
 - c) identifying resource work rates
 - d) creating the Benefits Review Plan

Answer A

326. Within AgilePM, change is seen as a fact of life and the power of change is:
- a) Hampered by the team
 - b) Achieved by full resistance to it
 - c) Manifested by restarting the project

- d) Harnessed by the team

Answer D

327. As each increment is completed, a new schedule of Timeboxes is created for the next:
- a) Increment
 - b) Deployment
 - c) Iteration
 - d) Phase

Answer A

328. Adopting a traditional approach which mandates 'Big Design Up Front' (BDUF) can:
- a) Have no effect on an Agile project
 - b) Increase the likelihood of the project finishing early
 - c) Improve an Agile project
 - d) Restrict flexibility and creativity

Answer D

329. Atern projects are very dynamic with no time to manage daily activities using a bureaucratic approach. How, therefore, will everyone know what is happening?
- a) The Project Manager will chair Daily Stand-Ups to bring everyone up to speed
 - b) There is no need for everyone to know what is happening
 - c) Because the team is small and work closely together
 - d) The DSDM Coach will advise people about what they need to know

Answer C

330. Throughout the project the whole team should be ensuring that the Atern Principles are being complied with. What is the result if only one of the principles is breached?
- a) It may put the Atern approach at risk
 - b) No problem, it is a 'no blame culture'
 - c) Some team members will have to be disciplined
 - d) It will immediately put the Atern approach at risk

Answer D

331. To be successful with Atern, an organisation may have to change organisational, social and technical elements:
- a) In sequence
 - b) At the same time
 - c) As part of the same programme
 - d) To the same degree

Answer B

332. The Timebox Plan provides information to which role to enable him/her to communicate expectations to the wider stakeholder group?
- a) Project Manager
 - b) Business Ambassador
 - c) Team Leader

d) Business Sponsor

Answer A