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Question 1

Using the Project Scenario and the additional information provided for

this question in the Scenario Booklet, answer the following question

about assigning the Agile Project Management team roles within this

project.

Lines 1 to 5 in the table below consist of an assertion statement and a

reason statement. For each line identify the appropriate option, from options

A to E. that applies. Each option can be used once, more than once or not

at all.

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

#	Assertion	A	B	C	eason
1.	The Marketi the team wo Business V		1. ⬤ ⬤ ⬤		he Business Visionary ensures that e solution is capable of delivering the enefits to the business.
2.	The externa assigned as	2. ◯ ◯ ◯			DSDM Coach should be appointed if e team has limited experience in the pproach.
3.	Developer T assigned as Developer a	3. ◯ ◯ ◯ 4. ◯ ◯ ◯ 5. ◯ ◯ ◯			he Solution Developer and Business nalyst roles must be kept separate.
4.	The Sales Manager would be appropriate as the Business Ambassador.	DLCAUSL			The Business Ambassador ensures that business resources are available as needed.
5.	The Finance Director should be assigned as the Business Sponsor.	BECAUSE			The Business Sponsor ensures that funds are made available.

Question 2

The Solution Development Team are progressing through the first Structured

Timebox.

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

Question 3

Question Type: MultipleChoice

The Web Content Manager has provided the Web Developer with a mock up

of the 'Contact Us' page, to be created for the new coffee bar insurance

product. When producing the code, the Web Developer has created a button

that reads 'Delete' instead of 'Cancel'.

What action should the Web Content Manager take?

Options:

A- Prepare a defence for when the problem is identified, ensuring the
responsibility is with the Web Developer.

B- Hide the problem and hope that this detail can be changed at a later date.

C- Raise an issue to the Project Manager when the solution is deployed.

D- Discuss the issue with the Web Developer and decide what action is
required to change this detail.

D- Discuss the issue with the Web Developer and decide what action is required to change this detail.

Answer:

D, D

Explanation:

The most constructive and collaborative action the Web Content Manager should take is:

Direct communication and collaboration between the Web Content Manager and the Web Developer are essential in Agile environments to promptly address misunderstandings or mistakes. Discussing the issue openly allows for a quick resolution and ensures that the final product aligns with the project's requirements. This approach fosters a positive working relationship, encourages shared responsibility for the project's success, and avoids unnecessary delays or conflicts.

Question 4

Question Type: **MultipleChoice**

A difference of opinion on the outcome of an earlier project has created a

'them and us' culture between the Sales Department and the Operations

Department.

What action should the Project Manager take to resolve this?

Options:

A- Allow the different skillsets to work independently of one another so as

not to create further conflict.

B- Brief the team and the Business Visionary on the use of an Agile Project Management approach and the requirement to collaborate.

C- Appoint only those members of staff who are prepared to work collaboratively.

D- Circulate a copy of the Business Case to all members of the Solution Development Team and project-level roles and invite feedback.

Answer:

B

Explanation:

The most effective action the Project Manager should take to resolve the 'them and us' culture between the Sales Department and the Operations Department is:

B . Brief the team and the Business Visionary on the use of an Agile Project Management approach and the requirement to collaborate.

Addressing the cultural divide requires fostering an environment of collaboration and mutual respect. By educating all team members and the Business Visionary about Agile Project Management principles, which emphasize teamwork, collaboration, and collective ownership of project outcomes, the Project Manager can help shift the team's mindset towards a more unified approach. This briefing should highlight the value of diverse perspectives and the importance of working together towards common goals, thus addressing the underlying issues contributing to the 'them and us' culture. Encouraging open communication and collaboration as fundamental components of the Agile approach can help break down barriers and build a more cohesive team.

Question 5

Xan Insurance Company operates from one location - a large, open-plan

office in the centre of a city. Those employees that will be working within the

Solution Development Team are all based in this office but work at different

ends of the office in separate departments.

What action should the Project Manager suggest to ensure the most effective

collaboration of the Solution Development Team?

Options:

A- Create an email group for the Solution Development Team to collaborate on ideas.

B- Set up a telephone or video conferencing facility so that all members of the team can collaborate effectively.

C- Relocate these employees to a new project area, with a number of desks where the Solution Development Team can sit together.

D- No action required as these employees are located in the same office.

Answer:

C

Explanation:

The most effective action the Project Manager can suggest to ensure the most effective collaboration of the Solution Development Team is:

C . Relocate these employees to a new project area, with a number of desks where the Solution Development Team can sit together.

Co-locating team members in a shared space is a well-established practice in Agile environments to enhance communication, collaboration, and team dynamics. By having the Solution Development Team sit together, the Project Manager can facilitate more efficient face-to-face interactions, quick resolution of issues, and a better sense of team unity. This approach leverages the benefits of immediate communication and collaborative problem-solving, which are key in Agile project management. Even though the team members are currently in the same office, their separation into different ends of the office could hinder spontaneous communication and collaboration. Creating a dedicated project area for the team can significantly improve their ability to work together effectively.

Question 6

Xan Insurance Company is a friendly company with no separate private offices

for individual managers. Staff members prefer to wander around the office

space and have one-to-one chats rather than use email or have lots of

meetings.

What action should the Project Manager take when planning for effective

communication throughout the Web project?

Options:

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

B- No action is required as the existing form of spontaneous informal communication is suitable for all project level and Solution Development Team members.

C- As this is already common practice, assume all Solution Development Team members have effective communication skills.

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

Answer:

A

Explanation:

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

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

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

Question 7

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

Have requirement?

Options:

A- Consolidate and circulate an agenda for the workshop.

B- Add the additional tasks required to create the financial transaction functionality to the Timebox Plan.

C- Discuss the development interfaces and dependencies with the Solution Development Team to ensure the associated Timebox is appropriate.

D- Agree to de-scope Should Have and/or Could Have requirements to allow for the new Must Have functionality.

E- Source and hire a web developer with experience in developing online financial transaction functionality.

Answer:

B, C

Question 8

Which 2 actions should the Workshop Facilitator take to implement the new

Must Have requirement?

Options:

A- Add the tasks required to develop the new financial transaction functionality to the Delivery Plan.

B- Consolidate and circulate an agenda for the workshop.

C- Send a company-wide communication to explain the implications of the business change to all interested parties.

D- Assess the impact of the additional development costs on the original Business Case.

E- Encourage all parties to contribute, irrespective of their views.

Answer:

B, E

Question 9

Which 2 actions should the Technical Coordinator take to implement the new

Must Have requirement?

Options:

A- Ensure that the latest version of the website design in the Solution
Architecture Definition is provided to all members of the Solution
Development Team.

B- Assess the impact of the new Must Have requirement on the original
Business Case.

C- Add the additional tasks required to create the financial transaction
functionality to the Timebox Plan.

D- Consolidate and circulate an agenda for the workshop.

E- Check for any documented standards which need to be applied to the

development of online financial transaction functionality.

Answer:

A, E

Explanation:

To implement the new Must Have requirement for financial transaction functionality on the coffee shop insurance product website, the Technical Coordinator should focus on actions that align with their role in overseeing the technical aspects of the project. The following actions are most appropriate for the Technical Coordinator:

Selected Actions for the Technical Coordinator:

A . Ensure that the latest version of the website design in the Solution Architecture Definition is provided to all members of the Solution Development Team.

E . Check for any documented standards which need to be applied to the development of online financial transaction functionality.

A . It's crucial for the Technical Coordinator to ensure that the Solution Development Team has access to the most current website design specifications, especially when new functionalities are being added. This ensures consistency and alignment with the overall solution architecture, facilitating effective and efficient development.

E . The Technical Coordinator is responsible for ensuring that all technical aspects of the project adhere to relevant standards, including those related to online financial transactions. This involves identifying, understanding, and applying any necessary regulatory, security, and technical standards to the development process, ensuring compliance and functionality.

Why Other Actions Are Less Suitable:

B . Assessing the impact on the original Business Case is typically the responsibility of the Business Sponsor or Project Manager, as it involves financial and strategic considerations beyond the Technical Coordinator's primary focus.

C . Adding tasks to the Timebox Plan is generally a responsibility shared between the Project Manager and the Solution Development Team, with the Technical Coordinator providing input on technical feasibility and requirements.

D . Consolidating and circulating an agenda for the workshop is an important logistical task but may not directly fall under the Technical Coordinator's responsibilities. This task is often handled by the Project Manager or a designated administrative role.