GR8 PM

Traditional. Agile. Hybrid.

Why ACP is HOT!

QUESTIONS & ANSWERS
(Questions & Answers 1-15)

Chapter Practice Test

1. When applying Extreme Programming (XP) methods, the phrase "last possible moment" refers to _____.

   A. The moment at which failing to make a decision eliminates an important alternative
   B. The moment at which time the project is officially late
   C. The end of an iteration
   D. The latest possible release date

2. A period, usually 2 to 4 weeks, in which the project team codes and tests one or more small features resulting in potentially releasable software is referred to as _____.

   A. An iteration
   B. A timebox
   C. A story
   D. A theme

3. Anything that has value because the customer can see it or use it to understand project progress could be referred to as a _____.

   A. User story
   B. Potentially shippable product increment
   C. Release
   D. Timebox

4. A meeting where the potentially shippable product increment is presented to all interested stakeholders for their review and feedback is best described as a(n) _____.

   A. Retrospective meeting
   B. Planning meeting
   C. Review meeting
   D. Acceptance meeting

5. A meeting that is process-focused and used by the team to identify ways to improve how they create deliverables is best described as a(n) _____.

   A. Acceptance meeting
   B. Planning meeting
   C. Review meeting
   D. Retrospective meeting

6. One of the most widely recognized agile certifications is the Certified Scrum Master (CSM) certification. This certification is issued by the _____.

   A. Agile Alliance
   B. Scrum Alliance
   C. Project Management Institute (PMI)
   D. Master Certification Alliance (MCA)

7. Which of the following is not considered one of the various agile frameworks?

   A. Extreme Programming (XP)
   B. Lean Software development (LSD)
   C. Test Driven Development (TDD)
   D. Feature Driven Development (FDD)

8. _____ is the highest level timebox and is composed of release plans.

   A. An iteration
   B. A sprint
   C. A roadmap
   D. A story

9. A lower level timebox that identifies specific feature sets representing a recognizable, logical component of the overall solution and often the point at which deliverables can be used or implemented by the customer is referred to as _____.

   A. An iteration
   B. A release plan
   C. A roadmap
   D. A story

10. Release plans are composed of _____.

    A. Iteration plans
    B. Story points
    C. Roadmaps
    D. Customer requirements

11. In the Scrum world, _____ is a term often used in place of iteration.

    A. Release
    B. Story
    C. Roadmap
    D. Sprint

12. Of the following terms, which is not considered part of the feedback cycle?

    A. Monthly project review
    B. Daily stand up meeting
    C. Review meeting
    D. Retrospective meeting

13. The phrase _____ means that decisions are made at the right time and is sometimes referred to as the "last responsible moment."

    A. Progressive elaboration
    B. Deferring commitment
    C. Rolling wave planning
    D. Last minute sprint (LMS)

14. The phrase describing the agile practice of delivering increments of the solution early and often is referred to as _____.

    A. Progressive elaboration
    B. Deferring commitment
    C. Rolling wave planning
    D. Iterative development

15. Agile project methodologies seek to reduce work-in-process (WIP) because _____.

    A. WIP is disruptive to iteration planning
    B. WIP has cost, but no value
    C. WIP helps learning and is actually encouraged
    D. Deferring commitment requires that WIP be minimized

Answers – Practice Test

1. A. In their book *Software Development: An Agile Toolkit for Software Development Managers,* authors Mary and Tom Poppendieck note that the last *responsible* moment, is not the last *possible* moment. The difference hinges on when not making a decision will eliminate an important alternative. **B, C,** and **D** may all be beyond the last responsible moment.

2. **A.** Iterations, or sprints, are timeboxes used to deliver working products. **B** is incorrect because it is too generic. **C** and **D** are incorrect because they are not timeboxes.

3. **B.** A potentially shippable product increment is anything that has value because the customer can be shown it or use it to understand project progress. **A** is incorrect because it does not show project progress. **C** and **D** are completely irrelevant terms.

4. **C.** The first meeting is the Review meeting where the potentially shippable product increment is presented to all interested stakeholders for their review and feedback. **A, B** and **D** are other types of meetings.

5. **D.** The second meeting, which only the team attends, is the Retrospective meeting. The Retrospective meeting is process-focused and used to identify ways to improve how they create deliverables. **A, B** and **C** are other types of meetings.

6. **B.** Under the "Agile" project management umbrella, the Scrum Alliance (SA) is the biggest player. SA has the largest membership base, specifically in the agile sphere. It has developed and controls the most recognized certification – the Certified Scrum Master (CSM) – for practitioners in the agile PM discipline. **A** and **C** offer other certifications, and **D** is completely fictitious.

7. **C.** Test-driven development (TDD) is a software development process, an Agile Project Management *tool*, not a framework. **A, B** and **D** are agile frameworks, known as Extreme Programming (XP), Lean Software Development (LSD), and Feature Driven Development (FDD).

8. **C.** The highest level timebox is referred to as a roadmap. **A** and **B** offer lower level timeboxes. **D** is not a timebox.

9. **B.** Release plans identify specific feature sets that represent a recognizable, logical component of the overall solution. Quite often release plans represent the point at which deliverables can be used or implemented by customers. **A** and **C** offer other timeboxes. **D** is not a timebox.

10. **A.** Release plans are composed of iteration (or sprint) plans. The size of the timebox represented by a Release Plan is the sum of the iterations within that release. **B** and **D** are content in the Release, but are less correct. **C** is not part of a Release Plan.

11. **D.** The term Sprint is used in place of the word iteration and is more common in the Scrum environment. **A, B** and **C** are terms for other things.

12. **A.** Monthly project reviews are part of traditional project management, not agile. **B, C** and **D**– daily stand up, review and retrospective meetings – are all part of the frequent agile feedback cycles.

13. **B.** In Lean, and therefore also in Agile Project Management, deferring commitment means that decisions are made at the right time, sometimes referred to as the "last responsible moment." **A, C** and **D** are simply incorrect.

14. **D.** Delivering increments early and often requires development to be done in iterations, which is referred to as iterative development. **A, B** and **C** are simply incorrect.

15. **B.** For Agile Project Management, WIP means those things that are described as 60% done or 80% done, or some other percent done in a traditional project status meeting. Since WIP cannot be shown as a completed incremental solution, WIP has no value even though it has cost. **A** and **C** are incorrect because WIP is neither disruptive nor an aid to learning. **D** is incorrect as deferring commitment sometimes creates reduced WIP.