

University Echahid Hamma Lakhdar El Oued  
Faculty of Exact Sciences - Department of Computer Science  
Level: Master 1  
Module: Agile Project Management  
**Typical answers**

**Answer the questions:**

1- Which of the following best reflects the main reason Agile values “individuals and interactions” over “processes and tools”? Justify your answer with a brief explanation. **(2pts)**

- A.** Tools are expensive and often outdated.
- B.** Processes are unnecessary in modern software development.
- C.** Successful projects rely on team communication and collaboration more than rigid tools or formal processes.
- D.** Agile discourages using tools or following any processes.

Answer: C

Justification: Agile prioritizes people and communication because they are key to adapting quickly, solving problems collaboratively, and delivering customer value. Tools and processes support the team, but they cannot replace effective human interaction..

2- Which of the following best represents the core message of the Agile principle: “Welcome changing requirements, even late in development”? Justify your answer with a brief explanation. **(2pts)**

- A.** Changes should be avoided to maintain scope and schedule.
- B.** Late changes are acceptable only if they don't affect the budget.
- C.** Flexibility in handling changes leads to better customer satisfaction and product relevance.
- D.** Requirements should be frozen once development begins.

Answer: C

Justification: This principle encourages adaptability. Agile values responding to change over following a rigid plan, as it allows teams to better meet customer needs and deliver more valuable software.

3 -Agile values working software and ongoing collaboration with business stakeholders. Reflect on a scenario where a team delivers regular documentation but delays showing working software, and only meets stakeholders once every few weeks. Based on Agile principles, explain why this approach might lead to project failure. What does Agile recommend instead, and why? **(2pts)**

Agile considers **working software** the **primary measure of progress** because it shows real value delivered to the customer. Meeting stakeholders infrequently can cause misalignment and late discovery of issues. Agile recommends **frequent collaboration**—ideally daily—to ensure the team stays on track with business needs. Without this, the project risks building the wrong product or missing key changes.

#### 4- Scenario: (4pts)

A startup called **QuickMed** is building an online platform to connect patients with licensed doctors for virtual consultations. The full product vision includes:

- Video chat with doctors
- Appointment scheduling
- Digital prescriptions
- Payment processing
- Health record storage
- AI-based symptom checker
- Multilingual support

#### Task:

As an Agile team member, reflect on the core customer need and identify what features should be included in the **Minimum Viable Product (MVP)**. Justify your choice by explaining how it delivers immediate value to users and supports learning for future development.

#### Expected MVP Answer:

The MVP should include **appointment scheduling**, **video chat with doctors**, and **basic payment processing**. These features allow users to complete the essential task—seeing a doctor online and paying for the service. This version gives the team real feedback on usability and demand before investing in advanced features like AI or multilingual support.

5- The Retrospective is a key ceremony in some Agile frameworks but is not a required practice in others. (4pts)

1. Which Agile framework **does not include the Retrospective as a required ceremony**?
  - **Kanban** does not include the Retrospective as a required practice.
2. What is the **purpose** of the Retrospective?
  - The purpose of the Retrospective is to help the team reflect on the sprint, discuss what went well, what didn't, and decide on action items for improvement.
3. How does it contribute to **continuous improvement** in team performance?
  - It supports continuous improvement by encouraging learning, open feedback, and process adjustments.
4. Why might **skipping this ceremony over time** negatively affect the team's progress?
  - Skipping retrospectives can lead to stagnation, unresolved issues, decreased morale, and reduced team performance over time.

6- T-shape: (6pts)

1. What does it mean to be a T-shaped professional in an Agile context?
  - A T-shaped professional has **deep expertise in one area** (the vertical bar of the "T") and **broad knowledge across other areas** (the horizontal bar).
2. How do T-shaped skills contribute to team performance and collaboration?
  - T-shaped individuals can collaborate more effectively, support teammates, and adapt to changing work needs, making Agile teams more flexible and resilient.
3. Reflect on a possible risk of having a team made up only of I-shaped specialists instead of T-shaped members.
  - A team of only I-shaped specialists may struggle with bottlenecks, lack of collaboration, and low adaptability if one expert becomes unavailable or overloaded.

**Note:** For **Single Choice Questions (SCQ)** and **Multiple Choice Questions (MCQ)**, each **incorrect answer** will result in a **point deduction**.