



## **Agile development** - Exam Paper

Duration: 60 minutes | Mark: 15

**Note:** Students choose the answer by highlighting "**yellow**" in the answer section.

### Questions:

**Why is it important to trust the team?**

- ☐ High trust teams do not have to be accountable to each other
- ☐ High trust teams do not require a user representative
- ☐ The Project Manager does not then have to keep a project schedule
- ☒ The presence of trust is positively correlated with the team performance

**What does NOT belong to the agile manifesto's main pillars?**

- ☐ Individuals and interactions over processes and tools
- ☐ Working software over comprehensive documentation
- ☒ Processes over people
- ☐ Customer collaboration over contract negotiation

**What is the Scrum approach to doing design early in a project?**

- ☐ A big design up front is always a good idea
- ☒ Just enough design up front gives a good foundation to start from and helps to mitigate risks, without wasting unnecessarily time
- ☐ No design up front is the best approach as the most exciting part of a project is in discovery of the unexpected
- ☐ Design has no place in an Agile project

**Which one of the following is NOT traditionally an activity of the Scrum framework?**

- ☐ Sprint planning
- ☐ Sprint review
- ☐ Sprint retrospective
- ☒ Weekly inspection

**The Scrum approach to documentation is:**

- ☐ Do no documentation because it is a waste of time
- ☒ Do the necessary documentation to support the development and use of the product
- ☐ Do sufficient documentation to prove you have done a good job
- ☐ Do more documentation than usual, because Agile is risky

**Which of the following choices is a key reason to adopt an agile process like Scrum?**

- ☐ To be up to date on the latest process
- ☐ To shake things up in the organization
- ☐ To hold programmers and testers accountable for their work
- ☒ To be better able to respond to change

**During a sprint the developers should be:**

- ☐ In contact with the product owner twice daily
- ☐ Allowed to work without interruptions from the product owner
- ☒ Able to contact the product owner to clarify aspects of the work
- ☐ Able to work without needing to disturb the product owner

**What is meant by Kan Ban?**

- ☐ A list of activities banned by the team, in relation to Team Norms
- ☐ The set of Can Have stories for a project
- ☒ A visible chart of work to do, work in progress and work done
- ☐ A graph of tasks partially-completed by the team

**What should the developers do if the product owner is repeatedly too busy to be available?**

- ☐ Continue the work, record the assumptions and ask the customer later for input
- ☐ Send the customer a written warning that the end product will be completed on time, but may not meet their needs
- ☐ Allow the Business Analyst to take on the role of Proxy Customer Representative
- ☒ Draw the problem to the attention of the Scrum Master

**Who ultimately decides when the team has enough work for the sprint in planning?**

- ☐ The ScrumMaster
- ☐ The product owner
- ☒ The team
- ☐ The product owner, ScrumMaster and team vote to determine when the sprint backlog is full

**Which of these best describes the Scrum approach to team work?**

- ☐ The team should plan to work a small amount of overtime regularly throughout the project
- ☐ The team should expect to work longer hours towards the end of the sprint, in order to deliver all that was committed to
- ☒ The team should strive for a sustainable pace and a normal working week
- ☐ The team will "burn out" if they have to work overtime for more than two sprints in a row

**Which statement of the following is the best description for sprint?**

- ☐ A sprint is a condensed amount of time where a development works as many hours as they need to in order to finish the work assigned to them.
- ☒ A sprint is a pre-specified amount of time in which the development team works at a sustained pace to complete a chosen set of tasks.
- ☐ A sprint is a fixed amount of time set aside for team to run tests and fix any outstanding bugs right before the product ships
- ☐ A sprint is a pre-specified period of time during which team members choose individual items from the product backlog to work on. As each item is completed a new item is brought into the sprint.

**What are the two main artifacts of a sprint planning meeting?**

- ☒ A sprint goal and a sprint backlog
- ☐ A requirements documents and a Gantt chart
- ☐ A requirements documents and a test plan
- ☐ A test plan and a Gantt chart

**Which of the following are roles in the Scrum framework?**

- ☒ Product Owner
- ☐ Project Manager
- ☐ Lead Developer
- ☐ Business Analyst

**What kind of software development projects can be executed by Scrum Framework?**

- ☐ Complete software packages
- ☐ Customer projects
- ☒ All kinds of software development projects
- ☐ Sub-systems, components or parts of bigger systems

**Who should define the business value of a Feature within the Scrum Project?**

- ☐ The individual end-users
- ☒ The Product Owner
- ☐ The Business Analyst
- ☐ The Business Sponsor

**When handling team dynamics, what should the Scrum Master do?**

- ☒ Empower the team members, within appropriate limits
- ☐ Encourage an environment of competition and personal advantage
- ☐ Give clear directives to the team about what they should do and how
- ☐ Expect team members to be proactive and work on their own priorities and objectives

**Which of the following responsibilities is NOT one of the Scrum Master's**

- ☐ Removing impediments
- ☐ Facilitating meetings
- ☐ Reminding the team of the process
- ☒ Assigning tasks to team members

**One of the development stages you would expect to see a team go through is:**

- ☒ Storming
- ☐ Warming
- ☐ Cloning
- ☐ Yawning

**What is most important in all Scrum projects? A) Self-organization B) Clear hierarchies in the company C) Communication D) Continuous improvement**

- ☐ A, B, C, D
- ☒ A, C, D
- ☐ A, D
- ☐ A, B

**A Scrum Team .....**

- ☐ Is self-organizing, with each member having the same technical skills
- ☒ Collaborates and supports its team members
- ☐ Ensures that weak members of the team are allocated the simpler tasks
- ☐ Ensures blame is allocated fairly

**End of exam**