

PMI

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Question: 1

True or False: The principle of pragmatism means that we will always do what the customer wants

- A. FALSE
- B. TRUE

Answer: A

Explanation:

Pragmatism means that we will follow a practical rather than a purist approach

Question: 2

One of the major challenges that agile teams face with Procurement processes is that:

- A. Contracting is not required on agile project
- B. Vendors often fail to comply with contracts
- C. Agile teams prefer to work with in-house teams
- D. The procurement processes are often not agile enough

Answer: D

Explanation:

Usually procurement processes (identifying vendors, bargaining, paperwork, etc.) are far from agile

Question: 3

If you can measure only one thing you should measure the cost of delay. This is reflected in which of the following principle of DA?

- A. Optimize flow
- B. Accelerate value delivery
- C. Keep workloads within capacity
- D. Collaborate proactively

Answer: A

Explanation:

By optimizing the flow, we can keep the cost of delay low

Question: 4

The Marketing process blade is responsible for crafting an appealing roadmap of the organization's offerings in close conjunction with:

- A. Portfolio management
- B. Product management
- C. Control
- D. Finance
- E. Business Operations

Answer: B

Explanation:

Product management and Marketing usually work closely with each other to come up with a compelling business roadmap for the organization's offerings

Question: 5

The principle "Organize around products/services" means that:

- A. Project teams are best equipped to deliver products
- B. Customers should be asked to pick from the available products or services
- C. Building dedicated cross-functional teams focused on customer offerings

Answer: C

Explanation:

Organization structure should be aligned with product or service offerings

Question: 6

True or False: Shared services teams are always based on specialization

- A. TRUE
- B. FALSE

Answer: B

Explanation:

Shared services team may be organized as collaborative or specialized teams

Question: 7

What is the maximum frequency of delivering a valuable solution according to the DA principles?

- A. Several times a day
- B. Two weeks
- C. One day
- D. One week

Answer: A

Explanation:

The DA principle states that we deliver valuable solutions continuously from many times a day to every few weeks with the aim to increase the frequency over time

Question: 8

One of the important changes in the Finance processes in Agile teams is that:

- A. The organization has to be structured around functions like Sales, Development, etc.
- B. You will not need to monitor cash flows to large extent
- C. Teams will have a definite budget allocated and will manage to it
- D. You will have less oversight over spending as teams are self-organized

Answer: A

Explanation:

Agile projects are evolving and therefore budget requirements also will evolve over a period of time

Question: 9

Which of the following may not help in improving predictability?

- A. Estimate in hours instead of points
- B. Reduce feedback cycles
- C. Adopt a test-first approach
- D. Reduce technical debt
- E. Respect WIP limits

Answer: A

Explanation:

Estimating in hours may not improve predictability. Other approaches reduce the barriers to having a smooth and predictable flow of work

Question: 10

All the process goal diagrams need to be explored while determining the initial way of working

- A. TRUE
- B. FALSE

Answer: B

Explanation:

The team may prioritize which goal diagrams are most relevant given their context

Question: 11

According to the DA manifesto, Transparency is valued over false predictability. This means that:

- A. Being open is better than pretending that we can predict the future
- B. Stakeholders don't really need to know about the goals
- C. Predictability is achieved only through transparency
- D. It is pointless trying to be predictable

Answer: A

Explanation:

Teams often lull customers into a false sense of predictability by forecasting a watertight plan. However it does not recognize the inherent instability of the environment. Transparency is a much better way to keep the stakeholders aware

Question: 12

Which of the following is not a responsibility of the team members in a disciplined agile team?

- A. Self-organize
- B. Evolve their way of working
- C. Evolve the architecture with help of architecture owner
- D. Set appropriate expectations about release timings with the customer

Answer: D

Explanation:

The product owner set expectations about release time lines with the customers

Question: 13

True or False: Any change or improvement in the process is likely to plateau unless efforts are put into constantly reviewing and revising it

- A. FALSE
- B. TRUE

Answer: B

Explanation:

Continuous improvement is required to keep improving the team's way of working - preferably under guidance from an expert and a proven toolkit

Question: 14

True or False: In a program team, each sub-team must have the same WoW

- A. TRUE
- B. FALSE

Answer: B

Explanation:

Each sub-team may have their own WoW and the program must have a strategy to integrate the output of multiple teams

Question: 15

The primary advantage of breaking a project into phases is that:

- A. You can bring in new teams in each phase depending upon the skills needed for it
- B. It makes the transition from waterfall to agile easier
- C. It allows the team to perform mini-waterfalls in each phase
- D. It enables teams to focus on critical themes and ease of governance

Answer: D

Explanation:

Phases help in governance and lets the team focus on critical themes that are relevant at that point in time

Question: 16

Which of the following is NOT one of the benefits of reducing work-in-progress?

- A. Allows you to multi-task between many high priority items
- B. Creates a greater incentive to prioritize
- C. Create focus

D. Reduces the lead time

Answer: A

Explanation:

Too much multi-tasking is the opposite of reducing WIP

Question: 17

Which of the following best expresses the meaning of a Value Stream Map?

- A. A pictorial representation of the organization's product or offerings
- B. A series of steps that are carried out to deliver something of value to the customer
- C. The physical of movement of parts or people in a process
- D. A method used to quantify the return on investment for an organization

Answer: B

Explanation:

Value stream map shows all the steps that are needed to add value to the customer

Question: 18

An organization uses a lean startup model to quickly validate ideas and narrow down on candidate projects to pursue. Which of the DA life-cycles would be most suitable for this setup?

- A. Exploratory
- B. Lean
- C. Continuous delivery Agile
- D. Agile
- E. Continuous Delivery Lean
- F. Program

Answer: A

Explanation:

Exploratory life-cycle is modelled on the idea of a lean start-up where ideas can be quickly explored and shortlisted

Question: 19

Which of the following best describes the idea of Business Agility?

- A. All the teams in an organization following an agile process
- B. The ability to rapidly adapt to market and environmental changes

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- C. Continuous reduction in the cost of operations over a period of time
 - D. Proven capability to always deliver on the commitments made to the customers

Answer: B

Explanation:

Business agility (sometimes known as enterprise agility) is the ability to rapidly adapt to changes in the external environment

Question: 20

True or False: Guided continuous improvement is only possible when you have a prescriptive framework or model to follow

- A. TRUE
- B. FALSE

Answer: B

Explanation:

Guided continuous improvement is possible when you have a variety of options to try out with the aim of achieving an improvement goal and guidance about making the choice with a greater likelihood of Success

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