AGILE FOUNDATION CERTIFICATE

SAMPLE FOUNDATION QUESTIONS

This document is a set of sample questions, in the style of the Agile Foundation Certificate Examination, which is a 60 question, 1 hour, multiple choice paper.

The questions are based on the spreadsheet of competencies held at < hyperlink to be inserted>
The areas specifically targeted are:

- CUSTOMER AND STAKEHOLDER INVOLVEMENT
- FEEDBACK AND ADAPTATION
- HANDLING TEAM DYNAMICS
- INDIVIDUAL LEADERSHIP STYLE
- LEADERSHIP SKILLS
- PRIORITISATION, PLANNING AND DELIVERY
- TAILORING

The style is: a statement or question followed by four options. In each case only one option is correct.

The examination covers, as generically as possible, all popular Agile approaches. Occasionally, language and terms used will be specific to one approach. The candidate should read widely about Agile to become familiar with the terminology.

Sample Agile Foundation Examination Questions:

1. Which of the following best describes the approach for determining the iteration (timebox) length?

A.   Iterations (timeboxes) should always be 30 days
B.   The team determines iteration (timebox) length by dividing the total number of story points by the average velocity of the team
C.   Iterations (timeboxes) should always be two weeks
D.   The team should agree on the length of the iteration (timebox), taking the size and complexity of the project into consideration

2. Which of the following is a characteristic of an Agile leader?

A.   Task focused
B.   Process oriented
C.   Supportive
D.   Disengaged

3. Who is responsible for prioritizing the product backlog?

A.   Product Owner
B.   Project Manager
C.   Lead Developer
D.   Business Analyst

4. What are the advantages of maintaining consistent iteration (timebox) length throughout the project?

A.   It helps to establish a consistent pattern of delivery
B.   It helps the team to objectively measure progress
C.   It providea a consistent means of measuring team velocity
D.   All of the above

5. Tracking project issues in an Agile project is the primary responsibility of the…

A.   Tester
B.   Project Leader
C.   Functional Manager
D.   Developer

6. Why is it important to trust the team?

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

7. An effective workshop facilitator will always ...

A.   Involve the whole project team in all project workshops
B.   Agree the process and participants of the workshop with the workshop owner before the workshop
C.   Involve only those team members who will commit to doing further work after the workshop
D.   Act as a proxy for any invited participant who is unable to attend the workshop on the day

8. Which of the following best represents the Agile approach to planning?

A.   Planning is not part of an Agile approach, because Agile is exploratory
B.   Planning should be done in detail at the outset of a project and not revisited
C.   Planning should involve the whole team, not just the Project Manager
D.   Planning should all be done by the Project Manager

9. Who should define the business value of a Feature within an Agile project?

A.   The individual end-users
B.   The Product Owner
C.   The Business Analyst
D.   The Business Sponsor

10. If a timebox (iteration) plan needs to be reprioritised in a hurry, who should re-prioritise?

A.   The developers alone (they know what the customer wants)
B.   The Product Owner (the developers would only choose the easy things as top priority)
C.   The Project Leader (they can give an independent, pragmatic view)
D.   The whole team including Product Owner and developers (together they can consider both business value and practicality)

11. What is the effect of having a large visible project plan on a wall?

A. It removes the need to create any other reports for management
B. It continuously communicates progress within the team and to other stakeholders
C. It allows the Project Manager to allocate tasks to specific team members
D. It is restrictive, as it does not allow the team to innovate and change

12. How should work be allocated to the team in an Agile project?

A. The Team Leader (Scrum Master) should allocate specific tasks to individuals
B. Tasks should be randomly allocated to team members, using Planning Poker
C. Team members should self-select tasks appropriate to their skills
D. The most complex tasks should be allocated by the Team Leader (Scrum Master)

13. What should the developers do if the customer representative is repeatedly too busy to be available?

A. Continue the work, record the assumptions and ask the customer later for input.
B. Send the customer a written warning that the end product will be completed on time, but may not meet their needs
C. Allow the Business Analyst to take on the role of Proxy Customer Representative
D. Draw the problem to the attention of the Scrum Master (Team Leader)

14. Which one of the following is a key feature of documentation that you would expect to find in an Agile project?

A. System documentation created at the end of each increment, at the start of the deployment
B. User Stories held in a spreadsheet or specialist database, where full details of user conversations are recorded for future purposes, like handover to maintenance or support
C. User Story cards containing only enough detail for planning and development, which will need to be supplemented by further face-to-face conversations
D. No written documentation, as all good communication is face-to-face

15. When handling team dynamics, the Agile Leader should …

A Empower the team members, within appropriate limits
B. Encourage an environment of competition and personal advantage
C. Give clear directives to the team about what they should do and how
D. Expect team members to be proactive and each work to their own priorities and objectives

16. *Which one of the following statements is correct regarding acceptance of any deliverables on an Agile Project?*

A.   The team should allow only senior managers to sign off deliverables
B.   The team should get acceptance of project deliverables from the appropriate stakeholders at least at the end of every timebox / iteration
C.   The team should get acceptance of project deliverables from the users during a UAT phase at the end of the project
D.   Acceptance of any particular deliverable on the project is gained from all stakeholders at the same time.

17. *Which one of the following statements is correct regarding quality of deliverables from an Agile Project?*

A.   The products produced by an Agile project should be cheaper than those produced by any other approach, but quality will suffer
B.   The products will be more expensive than by any other approach but will be top quality
C.   The products will be fit for purpose, but may not do what the customer wanted
D.   The products will be of appropriate quality, as guided by the customer representative involved throughout the development process

18. *What is the Agile approach to doing design early in a project?*

A.   A big design up front is always a good idea
B.   Just enough design up front gives a good foundation to start from and helps to mitigate risk, without wasting unnecessarily time
C.   No design up front is the best approach as most of the fun of a project is in discovery of the unexpected
D.   Design has no place in an Agile project

19. *An Agile approach advocates which of the following approaches?*

A.   Get something "quick and dirty" delivered, to save time
B.   Get something simple released as quickly as possible
C.   Get something business-valuable delivered as quickly as possible, consistent with the right level of quality
D.   Get something delivered once it has been fully documented and the documentation has been signed off as complete

20. *Which of these best describes the Agile approach to team-working?*

A.   The team should plan to work a small amount of overtime regularly throughout the project
B.   The team should expect to work longer hours towards the end of the sprint (timebox), in order to deliver all that was committed to
C.   The team should strive for a sustainable pace and a normal working week
D.   The team will "burn out" if they have to work overtime for more than two sprints (timeboxes, iterations) in a row

21. Which one of the following statements about workshops is true for Agile projects?

A.   All project stakeholders should attend requirements workshops
B.   Retrospectives are only run at the end of a project
C.   It is best if the Project Manager facilitates the project's workshops
D.   An independent facilitator will manage the structure of a facilitated workshop but not input to the content

22. Which one of the following is an important feature of the daily stand-up / wash up / Scrum meeting?

A.   Everyone is expected to stand for the whole time, to keep the meeting short
B.   The meeting must be kept short and well structured
C.   The meeting should ensure that it is clear to all which team members are not performing
D.   No-one is allowed to leave the stand-up meeting until all problems raised have been solved

23. Who should attend the stand-up meetings?

A. Sponsor and Executive Management only
B. Project Manager and Technical Leads only
C. Project Leader and Customer Representatives only
D. The entire team

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

A.   Storming
B.   Warming
C.   Cloning
D.   Yawning

25. When estimating is done for a project, the developers should:

A.   Be fully involved in the estimating process
B.   Be in total control of the estimating process
C.   Be consulted after the Team Leader (Scrum Master) has made the estimates for the team's work
D.   Not make estimates unless velocity is already known

26. During an iteration (sprint) (timebox) the developers should be:

A.   Able to contact the customer to clarify aspects of the work
B.   Completely uninterrupted by the customer
C.   In twice-daily contact with the customer
D.   Able to work without needing to disturb the customer

27. The end result of an Agile development is:

A.   A product of a professional quality which fits the business need
B.   A product of almost as good a quality as a Waterfall development
C.   A product which is barely sufficient for its purpose and deliberately not maintainable
D.   A technically-perfect, re-factored solution

28. An Agile customer …

A.   Must have a thorough understanding of Agile techniques, for Agile to work
B.   Will always receive lower-quality products than their non-Agile counterparts
C.   Will typically get business value delivered early and often
D.   Will need to understand the technical aspects of development, to contribute effectively

29. An Agile team …

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

30. The Agile process …

A.   Encourages the team to meet regularly
B.   Has no meetings
C.   Has lengthy reporting requirements
D.   Has no reporting requirements

31. The Agile Leader …

A.   Should allocate tasks to the team members each day at the stand-up meeting
B.   Should involve the team in their own work-allocation
C.   Should give detailed work-plans to the team each day
D.   Should direct the work of the team, if they are inexperienced

32. What is Kan Ban?

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

33. What is meant by "Yesterday's Weather" in an Agile project?

A.   Teams work less well when it rains
B.   Keeping metrics of earlier work to help with future estimates
C.   Retrospectives should include less important topics, such as the weather, as ice-breakers
D.   Estimating is as futile as predicting the weather

34. In Agile projects, we plan to "learn as we go" because…

A.   It creates a better relationship between the developers and customer representatives
B.   Many projects are evolutionary, and a better solution emerges this way
C.   It is time-consuming to analyse everything at the beginning of a project
D.   It prevents late delivery of the project

35. The recommended approach to design in an Agile project is:

A.   No design up front
B.   Big design up front
C.   Just enough design up front
D.   Use a previous design – it will be "good enough"

36. What is the personal risk that an Agile Leader takes in empowering the team?

A.   The Agile Leader might lose their job, as the team is doing all the work
B.   If the team fails, the Agile leader will not get a performance bonus
C.   The Agile Leader has less direct control over the team's work, but still has the responsibility for their outcomes
D.   The Agile Leader cannot share the glory of team success

37. The Agile approach to documentation is:

A.   Do no documentation because it is a waste of time
B.   Do sufficient documentation to prove you have done a good job
C.   Do the necessary documentation to support the development and use of the product
D.   Do more documentation than usual, because Agile is risky

38. The Agile way is:

A.   To produce working product of the right quality, early and incrementally
B.   To produce working product after documentation has been signed off
C.   To produce simple prototypes early, but no finished product until the end of the project
D.   To produce products without technical integrity, but re-engineer later

39. The customer in an Agile project ….

A.   Has no control over the prioritization of delivered features
B.   Has total control over the prioritization of features
C.   Collaborates with the developers over prioritization of features, but the developers have the final decision
D.   Collaborates with the developers over prioritization of features, but the business has the final decision

40. In the popular prioritization technique called "MoSCoW", the "M" stands for …

A.   May have
B.   Major
C.   Must Have
D.   Mandatory

41. The working culture of an Agile team is …

A.   Collective
B.   Collaborative
C.   Connective
D.   Contemplative

42. The leadership style of an Agile Leader is …

A.   Directive
B.   Assertive
C.   Facilitative
D.   Feature-based

43. The Agile Manifesto states the following values:

A.   People are more important than contracts
B.   Working software should have priority over comprehensive documentation
C.   Plans should have priority over ability to respond
D.   Contracts should be negotiated which allow control over the people

44. Which of the following are attributes of an Agile team?

A.   Courage to change and adapt
B.   Trust of fellow team members to do the work
C.   Responsiveness to change
D.   All of these

45. A sustainable pace means …

A.   If the team members work long hours regularly they will get used to it, and be able to sustain it
B.   A 40 hour week is only for the weaker members of the team. Others can do more.
C.   The team should establish a velocity which can be sustained within normal working hours
D.   Working long hours is the only way to deliver on time

46. A burn-down chart shows …

A.   The energy level and velocity of the team
B.   The remaining work (effort, points) to complete before the iteration (timebox) end
C.   The number of hours worked by each team member during the iteration (timebox)
D.   The rate of spending of the budget for a project

47. The reason for holding regular Retrospectives is:

A.   It allows the team to take a necessary break from work
B.   It gives management information to use in team members' performance reviews
C.   It allows learning which can be used to improve team performance during the project
D.   It prevents deviation from the process which the team has been following

48. Once a project is underway, the approach to planning is:

A.   Plans should never be changed
B.   It is normal to need to plan and re-plan as the project progresses
C.   Plans should only be changed with full approval of all stakeholders
D.   Plans are not required as Agile is incremental

49. An Agile project …

A.   Should have no control over its progress
B.   Should be able to demonstrate control of its progress
C.   Is always out of control
D.   Is controlled by the velocity of the most junior team member

50. An Agile project should have …

A.   Occasional early deliveries, if the business is prepared to accept lower quality
B.   A regular pattern of delivery of developer-focused products
C.   A regular pattern of delivery of business-valued increments
D.   An irregular and unpredictable delivery of products

51. When an Agile team is successful …

A.   It should be encouraged to celebrate success only when the project is over
B.   It should be encouraged to celebrate even small successes immediately
C.   It should not celebrate success, as this wastes project budget
D.   It should not celebrate success, as this makes less successful teams feel bad

52. In order to communicate well, the Agile project should …

A.   Keep team-size large, to avoid stakeholders feeling left out
B.   Break the project into small, mixed-skill, self-organising teams
C.   Operate with one team of less than 10 people
D.   Operate with separate customer, developer and test teams

53. If a new requirement emerges once an Agile project is running, it should be:

A.   Automatically included in the work of the project
B.   Automatically excluded and left until a later project or increment
C.   Assessed for importance and, if sufficiently important to the business, included in the project, displacing less important requirements
D.   Put on the backlog for consideration by the wider group of stakeholders after the project has been completed

54 . You have been engaged as the Technical Coordinator in a product development team. The customer (Product Owner) and Team Leader (Scrum Master) are happy because the team always delivers business value on time. However, you worry that the technical debt is increasing. What would be your primary goal to ensure the right quality?

A.   Ensure testers define their entry criteria for quality, which they impose on the development team
B.   Nothing. Prescribed roles such as technical coordinators are not part of an Agile team
C.   Make sure that the maintainability quality attribute is addressed
D.   On time delivery and happy end users are the only quality measures in Agile development

55. How could maintainability of the developing product be improved in a development team?

A.   Apply standard design patterns
B.   All of these
C.   Make refactoring a common practice
D.   Ensure unit testing is included in the "done" criteria

56. Agile methods are described as "adaptive" because…

A.   Agile teams have the empowerment to frequently respond to change and to learn on a project by changing the plan

B.   The rate of development progress on an Agile project is constantly tracked to allow adaptation

C.   Project Managers are not needed in Agile methods because teams are self-organising

D.   Workshops held at the beginning and the end of every iteration (timebox) allow the team to adapt the product specification

57. What do all Agile approaches have in common?

A.   A prescribed, fixed iteration (timebox) length

B.   Iterative development and incremental delivery

C.   A strict focus on on-time delivery

D.   A large set of clearly defined roles

58. What is one difference in responsibility between a Project Manager and a Scrum Master (Team Leader) in an Agile project?

A.   None. It's basically the same. Scrum Master (or Team Leader) is just a better term than Project Manager in an Agile project

B.   The Project Manager creates the detailed delivery plans while the Team Leader monitors execution within the team

C.   Project Manager communicates with project governance authorities when necessary

D.   The Project Manager monitors the realisation of benefits in the business case.

59. How could you benefit from having an End User Representative in your development team?

A.   End users should NOT be in the development team. Requirements are always communicated to the developers by the Product Owner, who is part of the customer team

B.   The End User Representative will be solely responsible for acceptance tests within the team

C.   The End User Representative assures that user stories are documented properly

D.   The End User Representative will be able to clearly tell the developers what will work for an end user

60. The responsibilities of a Product Owner will include …

A.   Business processes diagramming

B.   Prioritizing requirements

C.   Managing the project budget

D.   All of these