

CERTIFIED AGILE ASSOCIATE IPMA LEVEL D®

WRITTEN EXAMINATION OPEN QUESTIONS

SAMPLE EXAMINATION WITH ANSWERS

Important information	Please write your name on the title page. Please use the page numbers displayed at the bottom of each page to check whether you have received the exam paper in full.		
Resources	You may use all forms of printed documents as well as personal notes. <u>Not permitted</u> are items of equipment that facilitate communications beyond the examination room.		
Exam duration	The specified time is a broad guideline.		105 minutes
Valuation	The exam has a total of 30 questions. A maximum of 3 points are possible for each answer.		90 points

Date	First name	Surname	No. of points achieved

Question No.	1	ID	A20	Competence indicator	Practices 5.2
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QUESTION

There are fundamental differences between the project organisation in the classic and in the agile world. The different approaches and procedures also place different challenges on the individual team members. What are the 3 basic roles in the classic and agile project organisation?

SUGGESTED ANSWERS

Three roles in the classic project organisation	
1	Client
2	Steering Committee
3	Project Manager
4	Project team
Three roles in the agile product organisation	
1	Product Owner
2	Scrum Master
3	Development team

INFORMATION ABOUT POINTS AWARDED

0.5 points for each correct role in the classic and agile project organisation

Question No.	2	ID	A38	Competence indicator	People 3.3
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QUESTION

The agile approach, which promotes direct communication, may be considered a return to the direct face-to-face discussion. The principle of direct communication is closely linked to the principle of "self-organised teams". Which communication techniques are suitable for the classic approach and which for the agile approach?

SUGGESTED ANSWERS

	Communication technique	Classic project approach	Agile approach
1	Documents	X	
2	E-mails/notes	X	X
3	Ticket system	X	
4	Daily stand-up meeting		X
5	Chat tools	X	X
6	Status report	X	
7	Reviews	X	X

INFORMATION ABOUT POINTS AWARDED

0.3 points for each correct allocation

Question No.	3	ID	A122	Competence indicator	People 6.5
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QUESTION

In the agile approach, there is no external monitoring of the project plans. The self-organisation of the teams means that control and planning is performed within the team. The planning is made for each Sprint and implemented directly. Name 3 important steps in the control and planning.

SUGGESTED ANSWERS

1	Create user stories for the Product Backlog.
2	Prioritise user stories and allocate them to the Sprint Backlog.
3	During Sprint demos, make adjustments that take account of stakeholder feedback in order to generate a high level of customer benefit.
4	Conduct project marketing, inform involved persons and external parties (e.g., customers).
5	Institutionalise continuous learning and improvement.

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly formulated step

Question No.	4	ID	A15	Competence indicator	People 10.5
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QUESTION

In the agile approach, the Stakeholders play a central role, as it is through them that the market perspective and user perspective flow into the project as a control element. Which role in the team is responsible for bringing the market perspective or user perspective into the product development?

SUGGESTED ANSWERS

	Product Owner
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INFORMATION ABOUT POINTS AWARDED

3 points for correct role name

Question No.	5	ID	A27	Competence indicator	Practices 12.1
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QUESTION

The close involvement of stakeholders is an advantage for project management in agile projects. However, it does not replace the classic instruments of stakeholder management. As an agile leader, you should therefore continue to develop a stakeholder analysis. What are the 4 steps of stakeholder management?

SUGGESTED ANSWERS

1	Identify the stakeholders
2	Analyse the stakeholders
3	Evaluate the stakeholders
4	Manage the stakeholders

INFORMATION ABOUT POINTS AWARDED

0.75 points for each correct step

Question No.	6	ID	A123	Competence indicator	Context 2.2
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QUESTION

Agile approaches are a response to the increasing speed with which projects have to be completed and to the realisation that deviations from the plan are rather the rule than the exception in many projects. Agile methods provide the framework for an agile project. Describe 6 agile approaches or initial situations that can occur in agile projects.

SUGGESTED ANSWERS

1	Requirements are not clear at the beginning
2	Changes to requirements planned during the course of the project
3	Moderate costs for late changes to requirements
4	Requirements description from the customer's perspective (use cases)
5	Iterative development process
6	Continuous process improvements
7	Customer/Client evaluates intermediate results
8	Relatively small teams required
9	Self-organised teams
10	Take on tasks independently
11	Extensive informal communication and stand-up meetings
12	Estimation of effort carried out jointly by the team

INFORMATION ABOUT POINTS AWARDED

0.5 points for each correctly listed method

Question No.	7	ID	A124	Competence indicator	People 3.1
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QUESTION

A Sprint planning meeting has 2 goals:

- Product owner and development team agree on the Sprint goal (outcome)
- They have jointly created the Sprint Backlog

Using one sentence in each case, describe 3 preparatory steps that are essential for the meeting.

SUGGESTED ANSWERS

1	The product owner has defined a Sprint goal (delivery) and has prioritised the associated Product Backlog items (PBIs).
2	The selected Product Backlog items were formulated in sufficient detail; ideally in collaboration with the development team.
3	The selected Product Backlog items have been put in an order according to which the development team process them.
4	The team has a Definition of Done (DoD). This provides a common understanding of 'when something is finished' (under what conditions).
5	The capacity of the team has been determined for the next Sprint.

INFORMATION ABOUT POINTS AWARDED

1 point for each correct preparatory step

Question No.	8	ID	A14	Competence indicator	People 9.2
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QUESTION

For customers, the agile approach brings significant advantages. Describe 3 of these advantages.

SUGGESTED ANSWERS

1	Faster project start-up, because not all details have to be defined and decided at the beginning.
2	Direct influence on product development through participation in meetings, usability tests, Sprint planning and personal acceptance of Sprint results.
3	More effective working procedures/processes.
4	High flexibility in response to changing competitive requirements, customer and user requirements.
5	Errors are identified and corrected at an early stage.
6	Actual results that are tailored to customer and user requirements.
7	Faster results and reduced time to market launch (Time-to-Market).

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named advantage

Question No.	9	ID	A125	Competence indicator	Practices 1.4
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QUESTION

Scrum and Kanban, one a comprehensive framework and the other a powerful method for optimising processes: There are differences as well as similarities between the two methods. Briefly describe a common feature and a difference between these two approaches.

SUGGESTED ANSWERS

Similar features of Scrum and Kanban
Both use the pull principle. In Scrum, this is used for Sprint planning, in Kanban it applies to the entire Kanban board.
They are both 'lean' as well as 'agile' in the true sense.
Both work with the goal that teams organise themselves.
Differences between Scrum and Kanban
Roles: Scrum provides for three roles: Scrum Master, Product Owner, Development Team. Kanban usually does not know any of these roles.
Estimates: Required by the Scrum guide, optional in the case of Kanban.
Product Backlog: In Scrum it is mandatory that this is prioritised, in the case of Kanban this is optional.

INFORMATION ABOUT POINTS AWARDED

1.5 points for each correctly named common feature and for each correctly named difference

Question No.	10	ID	A51	Competence indicator	Practices 6.3
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QUESTION

The peer review is a quality assurance method applied to innovative projects. The peer review serves to evaluate projects that cannot be judged using standard methods, due to their innovative content. What is a possible advantage and what is a possible disadvantage of a peer review in agile projects?

SUGGESTED ANSWERS

Advantage of a peer review
The advantage of peer reviews is that the decision makers receive very differentiated opinions from several experts and thus have a more precise picture of the risks of the project.
Disadvantage of a peer review
The disadvantage of peer reviews lies in the conscious or unconscious competition or cooperation between the experts, who are alternately the judged and the judging in this situation. This can result in substantial distortions of the assessment of results.

INFORMATION ABOUT POINTS AWARDED

1.5 point for each correct description

Question No.	11	ID	A48	Competence indicator	Practices 3.2
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QUESTION

A Minimum Viable Product (MVP) is the very first version of a product or service that is made available to the customer at the earliest possible stage and has a customer benefit. What are the 3 advantages of delivering MVPs to customers, testers and early adopters?

SUGGESTED ANSWERS

1	The development team receives feedback very early in the development process.
2	Collecting market experience with a first MVP on the market.
3	Rapid learning ensures considerable progress.
4	Modifications are possible at any time.
5	Early revenue generation.
6	Enthusiastic customers due to reduced purchase price and development time.

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named advantage

Question No.	12	ID	A57	Competence indicator	Practices 12.1
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QUESTION

Using 2 sentences, describe why stakeholders play a central role in the Scrum agile approach.

SUGGESTED ANSWERS

Because they bring the market perspective and user perspective into the project as a controlling element. Product development takes place according to their specific requirements. In this way, it is possible to respond promptly and adequately to current market impulses and customer requirements.

INFORMATION ABOUT POINTS AWARDED

3 points for each correct description

Question No.	13	ID	A32	Competence indicator	Context 2.1
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QUESTION

The agile manifesto follows 12 principles. Using key words, describe 3 of these principles.

SUGGESTED ANSWERS

1	Our highest priority is to satisfy the customer through early and continuous delivery of valuable software (products).
2	Radical requirement changes are welcome even late in the development process. Agile processes use changes to give the customer a competitive advantage.
3	Regularly deliver functioning software (products) within a few weeks or months, while favouring the shorter timeframe.
4	Subject matter experts and developers need to work together on a daily basis during the project.
5	Establish projects around motivated individuals. Provide them with the environment and support they need and trust them to get the work done.
6	The most efficient and effective way to convey information to and within a development team is through face-to-face discussion.
7	Functioning software is the most important measure of progress.
8	Agile processes promote sustained development. The clients, developers and users should be able to maintain a steady pace over an indefinite period of time.
9	Constant attention to technical excellence and good design promotes agility.
10	Simplicity – the art of maximising the amount of work not done – is essential.
11	The best architectures, specifications and designs are created by self-organised teams.
12	At regular intervals, the team reflects on how it can become more effective and adapts its behaviour accordingly.

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly described principle.

Question No.	14	ID	A40	Competence indicator	People 5.4
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QUESTION

The form of collaboration in agile teams is very different from that of classic projects. While strong control is common in classic projects, in agile, iterative projects the focus is on self-organised and self-management of the teams. Describe 2 important management instruments in an agile environment.

SUGGESTED ANSWERS

1	<u>Promote understanding</u> Identify and understand individual beliefs, values, attitudes, positions, mindsets and change them if necessary. Finding common points of reference, challenges and values in order to achieve goals. Clarify procedures and decision-making processes and understanding individual working patterns. Create common models of thought (mindsets).
2	<u>Build trust</u> Define common rules and check adherence to these, including openness, reliability, respect, appreciation. Placing trust in others. Those who trust are trusted by others. Take risks and invest upfront. Expose constraints.
3	<u>Open communication</u> Making decisions understandable, creating transparency. Promote interaction, collaboration, discussions and opinion-forming through dialogue. Provide feedback, receive feedback, moderate, reflect jointly on this. Resolving and preventing conflicts by means of de-escalating discussions.
4	<u>Arranging power</u> Exchange and share knowledge and information, admitting outside perspectives, making use of coaching and counselling, reflecting on positions.

INFORMATION ABOUT POINTS AWARDED

1.5 points for each correctly named management instrument.

Question No.	15	ID	A44	Competence indicator	People 9.4
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QUESTION

Describe one of the most important skills of a Scrum Master.

SUGGESTED ANSWERS

<p><u>Observing and listening</u>: One of the most important skills of a Scrum Master is to let things happen, to observe and to notice things that are on the one hand significant, but that on the other hand are not noticed by others. For this reason, the Scrum Master must be there where the work is being done and needs to know what really matters.</p> <p><u>Communication</u>: The second fundamental skill of a Scrum Master is the ability to communicate clearly and with empathy.</p>

SCORING INFORMATION

3 points for an accurate description

Question No.	16	ID	A126	Competence indicator	Practices 10.1
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QUESTION

Describe 3 important questions that should definitely be addressed in the Sprint planning.

SUGGESTED ANSWERS

1	Which backlog items have the highest priorities in the Product Backlog and are included in the Sprint Backlog?
2	Are the user stories in the Sprint Backlog understandable and implementable?
3	How high does the development team estimate the effort for the individual user stories?

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named topic.

Question No.	17	ID	A12	Competence indicator	People 7.2
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QUESTION

List 3 typical types of conflict that can occur in an agile project.

SUGGESTED ANSWERS

Distribution and resources conflicts
Structural or organisational conflicts
Evaluation conflicts
Role conflicts
Personal conflicts
Relationship conflicts
Group conflicts
Prioritisation conflicts

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named type of conflict

Question No.	18	ID	A4	Competence indicator	Context 4.2
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QUESTION

Stakeholders are identified and analysed at the start of the agile project. List 3 roles or groups of persons that are identified as stakeholders in every agile project from the beginning.

SUGGESTED ANSWERS

1	Client (people and organisations)
2	Product Owner (people and organisations)
3	Scrum Master
4	Developer team
5	End Users / Operators / parties affected by the result of the project

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named stakeholder

Question No.	19	ID	A13	Competence indicator	People 8.2
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QUESTION

Creativity techniques make use of the synergy effect of the team in the creation of ideas. List 3 creativity techniques that could be used in problem solving and generating ideas in agile projects.

SUGGESTED ANSWERS

1	Brainstorming
2	Brainwriting
3	Concept cards / Metaplan
4	Mind mapping
5	Method 6-3-5
6	Walt Disney method

INFORMATION ABOUT POINTS AWARDED

For each correctly named technique 1 point.

Question No.	20	ID	A121	Competence indicator	Context 4.1
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QUESTION

Success factors contribute decisively towards achieving a desired target objective. Name 3 success factors that are relevant for project success with the agile approach.

SUGGESTED ANSWERS

1	Customer involvement: A good relationship with the customer makes it possible to communicate as equals.
2	Ability to work in a team: A well-functioning team is the basis for project success.
3	Team environment: The entire team should work, manage and organise itself at one location.
4	Delivery: Regular deliveries through an iterative approach contribute towards the success of the project – The most important or most risky tasks are always dealt with first.
5	Project management process: Daily face-to-face communication as well as a stable work-life balance are crucial success factors.
6	Take the role of the Scrum Master and of the Product Owner seriously.
7	Leadership/management supports self-organisation.
8	Agile teams need agreements: The rules that need to be adhered to are formulated in such a way that they are understood by everyone (example: In the development team, one rule is that high risk tasks should be dealt with first).

INFORMATION ABOUT POINTS AWARDED

For each correctly specified success factor 1 point

Question No.	21	ID	A118	Competence indicator	Practices 12.2
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QUESTION

With the help of information from the stakeholder analysis, the agile leader can create a communications plan. Describe 3 questions that will support you in creating the communications plan.

SUGGESTED ANSWERS

1	Why and for what purpose is communication needed (ensuring that everyone has the same level of information, creating/boosting acceptance, discussing different opinions, presentation of project success)?
2	What should be communicated, how much detail is required (what is the subject of the communication and to what extent and degree of detail)?
3	How frequently should communications be made (when, how often is communication or information distributed; timing, frequency)?
4	How and in what form is communication provided (which medium; verbally, reporting system, inspection of documents, specific project marketing measures, data exchange via shared drives)?
5	Who does the communicating?
6	Who should be informed and who should be communicated with (recipients/stakeholders)?
7	Where and in what context should information exchange/communication be made (e.g., meeting, podium discussion, media conference)?

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly described question

Question No.	22	ID	A18	Competence indicator	Practices 3.1
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QUESTION

Use 1 or 2 sentences to describe the difference between the Minimal Marketable Product (MMP) and the Minimum Viable Product (MVP).

SUGGESTED ANSWERS

MMP	Minimal Marketable Product (MMP) is the simplest marketable configuration of a product.
MVP	Minimum Viable Product (MVP) is the simplest configuration of a product that a user can test and evaluate.

INFORMATION ABOUT POINTS AWARDED

1.5 points for a valid description of MMP

1.5 points for a valid description of MVP

Question No.	23	ID	A64	Competence indicator	Practices 7.2
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QUESTION

Which 3 elements are used to create a budget in an agile project?

SUGGESTED ANSWERS

1	The results to be produced
2	Other resources, e.g., testing facilities
3	Budget items for contingencies

INFORMATION ABOUT POINTS AWARDED

1 point for each correct element

Question No.	24	ID	A10	Competence indicator	People 5.3
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QUESTION

How does an agile leader support the team to deliver the desired value to the customers?

SUGGESTED ANSWERS

The agile leader aligns the individual goals with the common goals and describes how these can be achieved.

INFORMATION ABOUT POINTS AWARDED

3 points for a correct answer

Question No.	25	ID	A127	Competence indicator	People 103
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QUESTION

A Scrum Master is responsible for the Scrum process and its correct implementation and application. A further area of responsibility is the removal of disruptions and obstacles. Describe 3 tasks associated with this topic.

SUGGESTED ANSWERS

1	Correcting communication shortcomings (developer team, Product Owner).
2	Resolving personal conflicts in the developer team.
3	Resolving problems in the cooperation between the Product Owner and the developer team.
4	Blocking of additional requirements proposed by specialist departments to process additional tasks during a Sprint.

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly identified task.

Question No.	26	ID	A128	Competence indicator	Practices 1.2
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QUESTION

Name 3 ways that lessons learned (Retrospectives) from your own agile work as well as those of other teams and relevant communities can be reviewed and shared.

SUGGESTED ANSWERS

1	Workshops
2	Intranet, knowledge networks, lessons learned databases
3	Internal social networks
4	Mail

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly named possibility

Question No.	27	ID	A129	Competence indicator	People 6.2
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QUESTION

Name 3 measures that can be used to promote cooperation with people inside and outside the team in an agile project.

SUGGESTED ANSWERS

1	Situation-dependent involvement of specialists in the developer team.
2	Invitation to the Sprint review.
3	Joint workshops on specific topics.
4	Building up a wiki.

INFORMATION ABOUT POINTS AWARDED

1 point for each correct measure.

Question No.	28	ID	A130	Competence indicator	Practices 11.3
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QUESTION

Which are the 2 most important parameters for evaluating the risk potential in a hybrid project?

SUGGESTED ANSWERS

1	Probability of occurring
2	Potential for Damage (impact, consequences)

INFORMATION ABOUT POINTS AWARDED

1.5 points for each correctly named parameter

Question No.	29	ID	A50	Competence indicator	Practices 5.3
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QUESTION

In the Scrum framework, transparency in communication is considered an important criterion. Name 3 tasks of an agile team in connection with communication.

SUGGESTED ANSWERS

1	Communicate progress
2	Communicate obstacles
3	Demonstrate and communicate results
4	Ensure that all team members are equally informed

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly identified task.

Question No.	30	ID	A21	Competence indicator	Practices 6.2
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QUESTION

In an agile project it is important to embed quality in the agile work. Name 3 reasons why this is so important.

SUGGESTED ANSWERS

1	Avoiding errors and mistakes at an early stage
2	The product or increment should be in a condition that can be delivered to the customer.
3	Ensuring that quality is integrated into the product at every stage of the value chain.
4	Ensure that the focus is on quality verification rather than validation.

INFORMATION ABOUT POINTS AWARDED

1 point for each correctly identified task.