



A FIELD GUIDE FOR EVERYONE USING AGILE TO IMPROVE PROJECT RESULTS

**JOHN STENBECK**, PMP, PMI-ACP, CSM, CSP

The Agile Almanac also includes:

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Single-Team Projects  
*and*  
Exam Prep**

**WORKSHEETS**

**John G. Stenbeck, PMP, PMI-ACP, CSM, CSP**

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*Traditional. Agile. Hybrid.*

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## Chapter 2: Agile From a PMP®'s Perspective

### Chapter Close-Out

This section of the book is of particular interest to practitioners who are preparing to take the PMI-ACP®. Use the quiz and other exercises and challenges to improve your retention and recall of the material covered in this chapter.

### Practice Test

01. When the Team clarifies the project objective and the desired final result, in Traditional Project Management it is called creating the \_\_\_\_\_ while the same activities in Agile are called defining the \_\_\_\_\_.
- A. Project Requirements and Product Specifications
  - B. Project Specifications and Product Requirements
  - C. Project Charter and Product Vision
  - D. Project Vision and Product Charter
02. When the Team initiates a repetitive cyclical process to make choices and define the final objective of the project in Agile Project Management, the timeboxes in the cycle are called a(n) \_\_\_\_\_.
- A. Iteration or Sprint
  - B. Milestone
  - C. Phase or Stage
  - D. Release
03. When the Team completes the work of a specific timebox, the result is called a(n) \_\_\_\_\_.
- A. Minimal Marketable Feature
  - B. Blueprint or Design
  - C. Customer Shippable Product
  - D. Potentially Shippable Product
04. There are two key characteristics that make planning Agile. One of those factors is:
- A. Spending time carefully planning in order to manage inevitable changes.
  - B. Balancing resource consumption against the certainty that the plan is going to change.
  - C. Using Lean practices to reduce unavoidable waste.
  - D. Applying Rolling Wave Progressive Elaboration in a robust and meaningful way.
05. An often-overlooked reality of today's competitive marketplace is:
- A. An almost unimaginable uncertainty in project management due to budget cuts.

B. The unavoidable truth that organizations competing for tax dollars or consumer dollars must face each other.

C. That some constituents and customers have had their expectations conditioned by the Internet, Amazon, Facebook and Google.

D. The constantly increasing rate of technological capabilities is driving almost unimaginable levels of complexity into every project.

06. Iterative development techniques were being employed \_\_\_\_\_  
Lean principles were developed.

A. While Agile and

B. Before

C. After

D. While best practices from the *PMBOK*<sup>®</sup> *Guide* and

07. The highest-level structure or philosophical foundation of a project management lexicon is called a \_\_\_\_\_.

A. Methodology

B. Frameworks

C. Best Practice

D. Process or Protocol

08. The core purpose of project management is to \_\_\_\_\_.

A. Provide accurate estimates.

B. Develop accurate plans and reports.

C. Aid and support stakeholder decision-making.

D. Create a competitive advantage by efficient delivery of customer solutions.

09. Technology-driven process change means that exploration and experimentation has been altered so that \_\_\_\_\_.

A. Discovering solutions is both more effective and less costly.

B. Discovering solutions is more effective and somewhat more costly.

C. Discovering solutions is both more efficient and less costly.

D. Discovering solutions is more efficient and somewhat more costly.

10. The Agile value proposition says that sustainable advantage comes from \_\_\_\_\_.

A. Disruptive innovation.

B. Discovering effective solutions quickly.

C. Systematic innovation.

D. Developing solutions that are cost effective.

## **Answers – Practice Test**

01.C. When the Team clarifies the project objective and the desired final result, in Traditional Project Management it is called creating the Project Charter while the same activities in Agile are called defining the Product Vision.

02.A. When the Team initiates a repetitive cyclical process to make choices and define the final objective of the project in Agile Project Management the timeboxes in the cycle are called an Iteration or Sprint.

03.D. When the Team completes the work of a specific timebox the result is called a Potentially Shippable Product.

04.B. There are two key characteristics that make planning Agile. One of those factors is balancing resource consumption against the certainty that the plan is going to change.

05.D. An often-overlooked reality of today's competitive marketplace is the constantly increasing rate of technological capabilities is driving almost unimaginable levels of complexity into every project.

06.B. Iterative development techniques were being employed before Lean principles were developed.

07.A. The highest-level structure or philosophical foundation of a project management lexicon is called a Methodology.

08.C. The core purpose of project management is to aid and support stakeholder decision-making.

09.A. Technology-driven process change means that exploration and experimentation has been altered so that discovering solutions is both more effective and less costly.

10.C. The Agile value proposition says that sustainable advantage comes from systematic innovation.

## Chapter 3: Agile Project Management and Lean Principles

### Chapter Close-Out

#### Practice Test

1. The foundation for organizing Agile Frameworks can be described as \_\_\_\_\_.
  - A. Processes
  - B. Approaches
  - C. Methodologies
  - D. Philosophies
2. \_\_\_\_\_ are context-specific foundations that have a set of Processes that are used to execute work in a defined way.
  - A. Frameworks
  - B. Processes
  - C. Methodologies
  - D. Philosophies
3. Practical “how to” protocols used to direct things like sponsoring, organizing, funding, and controlling solution development can be described as \_\_\_\_\_.
  - A. Frameworks
  - B. Processes
  - C. Methodologies
  - D. Philosophies
4. The person who prioritizes the Backlog by sorting the most important ones to the top of the stack, and pushing the less important ones to the bottom of the stack is the \_\_\_\_\_.
  - A. Project Manager
  - B. Scrum Master
  - C. Sponsor
  - D. Customer-Proxy
5. During Iteration planning, the \_\_\_\_\_ creates the Reciprocal Commitment.
  - A. Soft Commitment
  - B. Hard Commitment
  - C. Signed contracts
  - D. Iteration Backlog



6. A \_\_\_\_\_ is a product-centric meeting where any interested or impacted Stakeholder can come and see what was just finished.

- A. Stakeholder Workshop
- B. Daily Stand-Up
- C. Review Meeting
- D. Retrospective Meeting

7. A process-centric meeting where the Team, with nobody else present, talks about the development process is called the \_\_\_\_\_.

- A. Stakeholder Workshop
- B. Daily Stand-Up
- C. Review Meeting
- D. Retrospective Meeting

8. \_\_\_\_\_ refers to the concept of how unknown facets of a problem decrease over time.

- A. Iterative Development
- B. Cone of Uncertainty
- C. Progressive Elaboration
- D. Rolling Wave Planning

9. \_\_\_\_\_ are defined as the smallest set of features that provide enough functionality to fulfill the customer's expectations.

- A. Minimal Marketable Features
- B. Contract Requirements
- C. Minimal Marketable Specifications
- D. Minimal Elicited Features

10. A process that analyzes, and potentially redesigns, the flow of materials and information used to deliver a product or service is called \_\_\_\_\_.

- A. Roadmap Planning
- B. Logic Network Diagramming
- C. Value Stream Mapping
- D. Participatory Decision Making

11. The Team creates a graphical expression of the solution that includes whatever images and narrative content is necessary to convey what the customer expects. This is called the \_\_\_\_\_.

- A. Project Data Sheet
- B. Product Vision Box

- C. Project Vision Box
- D. Product Data Sheet

12. A \_\_\_\_\_ presents a project's objectives in a one-page summary of the key objectives and capabilities.

- A. Project Data Sheet
- B. Product Vision Box
- C. Project Vision Box
- D. Product Data Sheet

13. A simple tool used to communicate how to handle the unavoidable tradeoffs that will arise during solution development is called a \_\_\_\_\_.

- A. Project Data Matrix
- B. Product Flexibility Grid
- C. Project Flexibility Matrix
- D. Flexibility Matrix

14. A four-step process that begins with creating a well-defined test, then invoking an operation to take the test is referred to as a \_\_\_\_\_.

- A. QA/QC Planning
- B. Regression Testing
- C. TDD
- D. Product Refactoring

15. A(n) \_\_\_\_\_ is an uncomplicated way to prioritize a collection of short descriptions of features, functions and capabilities.

- A. Product Backlog
- B. Feature List
- C. Elevator statement
- D. Iteration Backlog

16. The specific subset of Product Backlog items the Team has committed to develop is referred to as a(n) \_\_\_\_\_.

- A. Product Backlog
- B. Feature List
- C. Elevator statement
- D. Iteration Backlog

17. \_\_\_\_\_ is the process that prioritizes and clarifies Backlog items as they move from the long-term to a more near-term time horizon.

- A. Roadmap Planning
- B. Release Planning
- C. Backlog Grooming
- D. Iteration Grooming

18. A meeting held primarily to synchronize the team members' activities is called a \_\_\_\_\_.

- A. Demonstration Meeting
- B. Daily Meeting
- C. Review Meeting
- D. Retrospective Meeting

19. A meeting where any interested stakeholder can offer insights and concerns is called a \_\_\_\_\_.

- A. Demonstration Meeting
- B. Daily Meeting
- C. Review Meeting
- D. Retrospective Meeting

20. \_\_\_\_\_ is the definition of all the activities to finish and tests to fulfill before the work is complete.

- A. Refactoring
- B. Definition of Done
- C. Acceptance Criteria
- D. Conditions of Satisfaction

21. A meeting where the Team identifies how it can improve its process of creating Potentially Shippable Products is called a \_\_\_\_\_.

- A. Demonstration Meeting
- B. Daily Meeting
- C. Review Meeting
- D. Retrospective Meeting

22. An information radiator that shows the work remaining, like number of Story Points in the Iteration is called a(n) \_\_\_\_\_.

- A. Agile Report
- B. Burn-down Chart
- C. Burn-up Chart
- D. Visual Control

23. A visual control that shows the work completed, usually in terms of completed Iterations is called a(n) \_\_\_\_\_.
- A. Information Radiator
  - B. Burn-down Chart
  - C. Burn-up Chart
  - D. Agile Report
24. An Agile report that is a visible display of the current work status, typically in the project workspace is called a(n) \_\_\_\_\_.
- A. Information Radiator
  - B. Burn-down Chart
  - C. Burn-up Chart
  - D. Visual Control
25. An Agile report that uses a visual signal card as a tool for managing the production process is called a(n) \_\_\_\_\_.
- A. Information Radiator
  - B. Burn-down Chart
  - C. Burn-up Chart
  - D. Visual Control
26. An information radiator that contains a collection of User Stories describing specific deliverables is called a(n) \_\_\_\_\_.
- A. Burn-down Chart
  - B. Story Board
  - C. Burn-up Chart
  - D. Task Board
27. An information radiator that contains high-granularity descriptions of the work that must be completed in order to develop User Stories is called a(n) \_\_\_\_\_.
- A. Burn-down Chart
  - B. Story Board
  - C. Burn-up Chart
  - D. Task Board
28. A philosophy that emphasizes awareness, listening, and relationship building as the path to creating value is called \_\_\_\_\_.
- A. Servant Leadership
  - B. Serving Leaders
  - C. Leadership Service

D. Agile Leadership

29. The condition when team members feel support for each individual as they work through the productive tension is called \_\_\_\_\_.

- A. Osmotic Communication
- B. Personal Integrity
- C. Personal Safety
- D. Disagree and Commit

30. When team members pick up pieces of information from conversations occurring near them and link that information to insights it is called \_\_\_\_\_.

- A. Osmotic Communication
- B. Personal Integrity
- C. Personal Safety
- D. Disagree and Commit

## Answers – Practice Test

1.C. The foundation for organizing Agile Frameworks can be described as **METHODOLOGIES**.

**Methodologies** provide the philosophical foundation for organizing Frameworks. In project management the two dominant choices are Traditional, as embodied in the *PMBOK® Guide*, and Agile. Methodologies contain and define various Frameworks as context-specific logical foundations.

2.A. **FRAMEWORKS** are context-specific foundations that have a set of Processes that are used to execute work in a defined way.

**Frameworks** are context-specific foundations created to support particular industry settings, such as aerospace or automotive, or particular categories of activities, such as software or product development. Frameworks have a set of Processes used to execute work in a defined way.

3.B. Practical “how to” protocols used to direct things like sponsoring, organizing, funding, and controlling solution development can be described as **PROCESSES**.

**Processes** are practical “how to” protocols used to direct things like sponsoring, organizing, funding, and controlling solution development projects. The Processes guide work to follow or align with context-specific best practices.

4.D. The person who prioritizes the Backlog by sorting the most important ones to the top of the stack, and pushing the less important ones to the bottom of the stack, is the **CUSTOMER-PROXY**.

The **Customer-Proxy** prioritizes the Backlog by sorting the most important ones to the top of the stack, and pushing the less important ones to the bottom of the stack. The idea is that the Customer-Proxy will continuously groom the Backlog. This sorting process is an important step that precedes the planning session and occurs at the beginning of each Iteration or Sprint.

5.B. During Iteration planning, the **HARD COMMIT** creates the Reciprocal Commitment.

The **Hard Commit** creates the Reciprocal Commitment. During Step One of Iteration planning the Team makes the “Soft Commit” meaning they think they can fulfill the proposed Iteration Backlog.” In Step Two, after some analysis, if they are confident they can do it, they make the “Hard Commit.”

6.C. A **REVIEW MEETING** is a product-centric meeting where any interested or impacted stakeholder can come and see what was just finished.

The **Review Meeting** is a product-centric meeting where any interested or impacted stakeholder can come and see what was just finished as the next piece of the project puzzle. They give feedback and ask questions that produce actionable insight for the Customer-Proxy to use to groom the Product Backlog.

7.D. A process-centric meeting where the Team, with nobody else present, talks about the development process is called the RETROSPECTIVE MEETING.

The **Retrospective Meeting** is a process-centric meeting where the Team, with nobody else present, talks about the development process. It is the application of the Lean principle of continuous improvement.

8.B. CONE OF UNCERTAINTY refers to the concept of how unknown facets of a problem decrease over time.

**Cone of uncertainty** refers to the concept of how unknown facets of a problem decrease over time as customers traverse through an unavoidable, ambiguous process where discovery and learning occur.

9.A. MINIMAL MARKETABLE FEATURES are defined as the smallest set of features that provide enough functionality to fulfill the customer's expectations.

**Minimum Marketable Features** are defined as the smallest set of features that provide enough functionality to fulfill the customer's expectations and create a desired level of engagement (i.e., consumer purchases or constituent votes).

10.C. A process that analyzes, and potentially redesigns, the flow of materials and information used to deliver a product or service is called VALUE STREAM MAPPING.

**Value Stream Mapping** is defined as a process that analyzes, and potentially redesigns, the flow of materials and information used to deliver a product or service to the customer in order to reduce the total time required from the beginning to end of the production stream without taking shortcuts at the expense of future opportunities.

11.B. When the Team creates a graphical expression of the solution that includes whatever images and narrative content is necessary to convey what the customer expects. This is called the PRODUCT VISION BOX.

**Product vision boxes** are a graphical expression of the solution that includes whatever images and narrative content is necessary to convey what the customer expects from the product. The content is expressed in end user language and not techno-jargon.

12.A. A PROJECT DATA SHEET presents a project's objectives in a one-page summary of the key objectives and capabilities.

**Project data sheets** (PDS) capture a project's objectives in a one-page summary of the key objectives, capabilities, and information needed to understand the purpose and progress of the project. The PDS is a minimalist document.

13.D. A simple tool used to communicate how to handle the unavoidable tradeoffs that will arise during solution development is called a FLEXIBILITY MATRIX.

**Flexibility Matrices** are a simple tool that help the Customer-proxy communicate to the Team how to handle the unavoidable tradeoffs that will arise during solution development. The matrix clarifies which constraints are flexible and which are not, hence the name. It is a top-level decision-making tool for guiding tradeoff decisions when resource, time, or cost conflicts arise during execution.

14.C. A four-step process that begins with creating a well-defined test then invoking an operation to take the test is referred to as a TDD (TEST-DRIVEN DEVELOPMENT)  
**Test-driven development** (TDD) is a four-step process that begins with creating a well-defined test, invoking an operation to take the test and having a “fail” outcome, followed by doing something to change the operation, and finally invoking the modified operation to take the test and having a “pass” outcome.

15.A. A PRODUCT BACKLOG is an uncomplicated way to prioritize a collection of short descriptions of features, functions and capabilities.  
**Product Backlogs** are a prioritized collection of short descriptions of features, functions and capabilities included in the solution being developed.

16.D. The specific subset of Product Backlog items the Team has committed to develop is referred to as an ITERATION BACKLOG.  
**Iteration Backlogs** are the specific subset of Product Backlog items the Team has committed to develop in a particular timebox period. Once the specific subset of items for the Iteration Backlog are agreed upon and fully committed to, they are not changed.

17.C. BACKLOG GROOMING is the process that prioritizes and clarifies Backlog items as they move from the long-term to a more near-term time horizon.  
**Backlog Grooming**, sometimes referred to as Backlog Management, is a process that prioritizes and clarifies Backlog items as they move from the long-term edge of the time horizon into a time horizon that is more near-term.

18.B. A meeting held primarily to synchronize the team members’ activities is called a DAILY MEETING.  
**Daily Meetings** are held primarily to synchronize the team members’ activities and secondarily, to provide information for reporting work progress towards the Iteration Goal. The Daily Meeting is sometimes referred to as a Daily Stand-up or Scrum meeting.

19.C. A meeting where any interested stakeholder can offer insights and concerns is called a REVIEW MEETING.  
**Review Meetings** are *product-centric* meetings where any interested stakeholder can offer insights and concerns about the deliverables, as well as considerations for future enhancements.

20. B. DEFINITION OF DONE is the definition of all the activities to finish and tests to fulfill before the work is complete.  
**Definition of Done** is the definition of all the activities to finish and tests to fulfill before a Story or Task is considered complete. It is an agreement between the Team and Customer-Proxy appropriate to the context of a project.

21.D. A meeting where the Team identifies how it can improve its process of creating Potentially Shippable Products is called a RETROSPECTIVE MEETING.  
**Retrospective Meetings** are *process-centric* meetings where the Team identifies how it can improve its process of creating Potentially Shippable Products. Typically, the



Review Meeting and the Retrospective Meeting are the first and second halves of a single day for the Team. The Team and possibly the Customer-proxy, but no one else, attend the Retrospective Meeting.

22.B. An information radiator that shows the work remaining, like number of Story Points in the Iteration, is called a BURN-DOWN CHART.

**Burn-Down Charts** show the work remaining, like number of Story Points in the Iteration. Burn-Down charts are used most often to reflect the results of the Team's daily meeting.

23.C. A visual control that shows the work completed, usually in terms of completed Iterations, is called a BURN-UP CHART.

**Burn-Up charts** show the work completed, usually in terms of completed Iterations in the Release. Burn-Up charts are used to show progress completing features, functions, and capabilities so the probability of on-time delivery of the Release can be assessed.

24.A. An Agile report that is a visible display of the current work status, typically in the project workspace, is called an INFORMATION RADIATOR.

**Information radiators** are a visible display of the current work status, typically in the project workspace, that consolidates key information so stakeholders can evaluate it.

25.D. An Agile report that uses a visual signal card as a tool for managing the production process is called a VISUAL CONTROL.

**Visual Controls** are a Lean manufacturing practice that uses a visual signal card as a tool for managing the production process. In Agile reporting, teams display current work status information as a visual control.

26.B. An information radiator that contains a collection of User Stories describing specific deliverables is called a STORY BOARD.

**Story Boards** contain a collection of User Stories describing specific deliverables with medium-level granularity detailed to support effective Iteration planning.

27.D. An information radiator containing high-granularity descriptions of the work that must be completed in order to develop User Stories is called a TASK BOARD.

**Task Boards** hold a collection of cards with high-granularity descriptions of the work that must be completed in order to develop User Stories that are committed for completion during the current Iteration.

28.A. A philosophy that emphasizes awareness, listening, and relationship building as the path to creating value is called SERVANT LEADERSHIP.

**Servant leadership** is a philosophy that emphasizes awareness, listening, persuasion, relationship building, and commitment to others' growth, as the path to creating value. Servant leadership is embodied in practices such as embracing the energy and intelligence of others, developing colleagues, influencing teams, and inverting the power-pyramid.

29.C. The condition when team members feel support for each individual as they work through the productive tension is called PERSONAL SAFETY.

**Personal safety** is when team members feel support for each individual as they work through the productive tension and respectful disagreements that accompany developing solutions to complex problems when uncertainty is unavoidable.

30.A. When team members pick up pieces of information from conversations occurring near them and link that information to insights it is called OSMOTIC COMMUNICATION.

**Osmotic communication** means team members pick up pieces of information from conversations occurring near them and link that information to insights they can contribute to the discussion. The name is drawn from the perception that the relevant information was acquired in a fashion similar to minerals dissolving into a solution by osmosis.