BCS Foundation Certificate in Agile Practice

1 Hour Examination
Sample Paper A

Record your surname/last/family name and initials on the Answer Sheet, writing in block capitals at the top and marking the relevant letter in each column.

Attempt all 40 multiple-choice questions – 1 mark awarded to each question. Mark only one answer to each question. There are no trick questions.

A number of possible answers are given for each question, indicated by either A, B, C, or D. Your answers should be clearly indicated on the Answer.

Pass mark is 26/40

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1. Why is 7 plus or minus 2 an optimal size of an Agile team?

A. To make sure the whole team can fit into an average room.
B. To make sure daily stand ups can be completed in 15 minutes or less.
C. To ensure effective communication and collaboration.
D. Teams of that size are easy to control.

2. When used in Agile environments what does the term Kaizen refer to?

A. Rhythm.
B. Continuous improvement.
C. Iteration.
D. Empirical processes.

3. The Agile Manifesto, it says we aim to produce Working Software over...

A. Comprehensive testing.
B. Comprehensive documentation.
C. Cost savings.
D. Developer satisfaction.

4. What would you do with an Agile team that is 40 people strong?

A. Divide it into an analysis team, development team and testing team.
B. Divide it into smaller cross-functional teams, each with all necessary skills.
C. Leave it as is and observe its behaviour and outputs over time.
D. Increase the number of team meetings and reports to improve communication.

5. In Lean software development decisions SHOULD be made...

A. Well in advance to allow time for estimation and planning.
B. Only when sufficient investigation has taken place.
C. At the last responsible moment.
D. By the senior management only.

6. What does the agile manifesto say we SHOULD do with changing requirements?

A. Welcome changing requirements, except late in development.
B. Welcome changing requirements, even late in development.
C. Reject all changes during the current development.
D. Reject all changes until the next iteration.
7 What does “V” in the User Story “INVEST” acronym stand for?
   
   A Verifiable.
   B Validated.
   C Valuable.
   D Variable.

8 One of the roles of a ScrumMaster is to...
   
   A Hold the vision.
   B Remove impediments.
   C Determine who does the work.
   D Sign off work as done.

9 Which one of the following is NOT one of the pillars of the empirical process?
   
   A Control.
   B Inspection.
   C Adaptation.
   D Transparency.

10 Which of the following statements is correct in the context of Agile Planning?
   
   A Detailed up-front analysis and design is essential.
   B No planning is required for an Agile project.
   C Stick to the original plan and you will be successful.
   D Plans change, frequent re-planning is essential.

11 In which practice of an agile project would you normally expect to use root cause analysis?
   
   A During a planning stage to confirm the acceptance criteria is correct.
   B Root cause analysis is never used in Agile environments.
   C During a demonstration to end users, to establish the cause of a newly found defect.
   D During a retrospective session to identify the root cause of an identified issue.

12 Which one of the following statements is true?
   
   A Kanban is more disruptive to implement then Scrum.
   B Scrum is more disruptive to implement than Kanban.
   C Both Kanban and Scrum are equally disruptive to implement.
   D Neither Kanban or Scrum are disruptive to implement.
13 Which one of the following is NOT one of the three Cs of a User Story?
A Conversation.
B Control.
C Card.
D Confirmation.

14 Refactoring is a process to...
A Remove software defects.
B Improve the code quality without altering its behaviour.
C Make code as perfect as possible.
D Change a sprint backlog.

15 The Cone of Uncertainty explains that...
A At the beginning of a project it is uncertain when a project will complete.
B At the beginning of a project little is known about the work, and therefore estimates are subject to high variability.
C At the beginning of a project little is known about the team and it is uncertain whether they will become high performing.
D At the beginning of a project little is known about the design, so we cannot estimate accurately the project completion date.

16 One of the roles of a Scrum Product Owner is to...
A Decide who does the work.
B Decide how to do the work.
C Facilitate meetings.
D Define the priority of work.

17 Which one of the following is NOT covered in the User Story?
A The need (“what”).
B The person/role that has the need (“who”).
C How the need will be satisfied / implemented (“how”).
D The expected benefit (“why”).
18 How does the Cone of Uncertainty relate to the use of relative estimation by Agile teams?

A High level epic stories contain limited knowledge about the requirements. Attempting to provide a time-based precise estimate is very likely to be susceptible to high variability. As such, it is appropriate to provide relative estimation that compares a story to other stories.

B Agile teams struggle to provide accurate estimates. So, it is deemed to be better to provide a relative estimate that can be changed whenever the project deadline is at risk of being late.

C The variability shown by the Cone of Uncertainty allows teams to provide a large story point estimation range that only gets fixed during the iteration planning.

D High level epics are large-sized stories that can take a single Agile team several months to complete. Agile only allows us to estimate in hours and, thus, we have to use a relative measure that helps the team estimate large user stories.

19 How would you manage a project where there is a belief that the application is too complex to deliver working functionality in a sprint?

A Complex environments do not suit agile well; following a waterfall approach is more appropriate.

B Engage the stakeholders and the team to find ways to break the project down into smaller manageable features.

C Work with the architect to reduce complexity in the system by refactoring complexities.

D Propose a complete review of the application to reconsider redevelopment.

20 Which one of the following describes DSDM Atern?

A An Agile framework for Product Development.

B An Agile framework for Project Management.

C An Agile framework for Requirements Definition.

D An Agile framework for Quality Assurance.

21 In Agile we normally fix 3 project constraints at the start of a project, which ones are these?

A Time, cost & scope.

B Scope, quality & time.

C Quality, cost & time.

D Quality, scope & cost.
22. What is a typical problem with MoSCoW prioritisation?

A. It is not compatible with Agile.
B. The output cannot be used for planning.
C. Most of the stories get prioritised as “must do”.
D. Teams find it difficult to use.

23. Which one of the following matches a common approach to architecting a product in agile?

A. Big Design Up Front.
B. No Design Up Front.
C. Enough Design Up Front.
D. None of these.

24. Velocity is a measure of...

A. The average amount of overtime required to complete the work committed to in the sprint goal within the sprint timelines.
B. The speed at which automated testing can execute tests, measured in number of tests per second.
C. The amount of story points a team can achieve during a sprint based on evidence from previous sprints.
D. The number of story points the team has committed to undertake during the sprint, measured in total number of story pointer per day in the sprint.

25. Which one of the following is a generic benefit of Agile over traditional methods?

A. Increased customer satisfaction through regular feedback.
B. You can complete the same work with fewer developers.
C. Agile gives instant benefit.
D. No planning is required.

26. It is sometimes perceived that agile projects do not work across multiple locations. How can agile projects communicate better across multiple locations?

A. By making use of communications and collaboration tools that aim to reduce the impact of physical distance between the team members.
B. Teams must be collocated. Distributed teams can't achieve any agility.
C. Email and well-written documents are the best means of communication in distributed environments.
D. By placing project managers at each location to coordinate the communications between teams.
27 What is the optimal size of a User Story ready for inclusion in a sprint/iteration?

A 2 hours.
B 1-5 days.
C 10 days.
D The size doesn’t matter.

28 Which one of the following roles are prescribed by the Kanban development method?

A Product Owner.
B Development team.
C Neither A or B.
D Both A and B.

29 During a daily stand-up, a Scrum team realises that they will not be able to complete the stories included in their sprint. What SHOULD the team do next?

A Quietly schedule a few late nights hoping to finish the work on time.
B Approach the Product Owner and negotiate the scope of the lowest priority stories.
C Bring in a few extra people into the team to help them complete all of the stories.
D Decide to de-scope the lowest priority stories.

30 Which one of the following BEST describes the empirical process?

A Fully understand everything before moving to the next stage.
B A process with strict gates between stages.
C A process focused on completing lots of empirical testing.
D A process that offers frequent opportunities to inspect and adapt.

31 What advantage does Agile have over Waterfall projects?

A Agile projects do not use any planning.
B Agile can cope with complex changing environments.
C Agile can cope with a chaotic or disordered environments.
D Agile removes the need for documentation.
32 Which of the following is one of the 5 Scrum values?

A Iterate.
B Quality.
C Lean documentation.
D Commitment.

33 The term POOGI refers to the process of ongoing...

A Involvement.
B Interactions.
C Iterations.
D Improvement.

34 According to the 'Mythical man month' what is the effect of adding resource to a late running project?

A The extra resources will mean the project delivers even later.
B The extra resources will result in the project being delivered earlier.
C The extra resources, unless of very high calibre, will have no impact on the delivery date.
D The cost of the project may increase slightly if we can't balance the extra wages with the saving of delivering early.

35 Which one of the following is NOT a stage of Tuckmans model of group development?

A Forming.
B Starting.
C Performing.
D Storming.

36 What does the “D” in the acronym DMAIC stand for?

A Design.
B Define.
C Do.
D Don't.
What would be the response to a Test Manager who insists 'It will take too much time to test continuously, it would be better to test once at the end of the project'?

A. Ask them to test at least the most important features.
B. Explain to them the cost of finding defects at the end of a project can be massive and outweigh the cost of testing incrementally throughout the project.
C. Accept this and have the development team test the project themselves.
D. Accept this and add a few sprints at the end of the project for testing and bug fixing.

In Extreme Programming, there is a principle called YAGNI. What does it mean?

A. Yet Another Good Naming Index.
B. You Are Going to Need Information.
C. You Ain’t Gonna Need It.
D. Your Agility Gets New Improvements.

Which one of the following would NOT be seen as one of the Lean Muda or seven deadly wastes?

A. Partially done work.
B. Extra features.
C. Relearning.
D. Exploratory Testing.

What would be a concern if business users are not actively engaged with the developers?

A. The wrong products may be developed.
B. The products may not meet requirements.
C. There will be lack of trust between developers and the business users.
D. All of the above.

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