

BCS Practitioner Certificate in Agile

Specimen Paper A

Record your surname/last/family name and initials on the Answer sheet.

Attempt all 4 short answer written questions – 10 marks awarded to each question. There are no trick questions.

This is a specimen examination paper only. The full paper will contain 9 questions and is three hours long. The pass mark for the full paper is 54/90.

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The Information in Scenario 1 is required to answer Questions 1 to 2

1 In Delivering Early and Often, we describe 6 'prisms' that can be used to break down an idea and decide what should go into a first increment. Select the **two MOST** appropriate prisms and then apply them to the scenario above, explaining how you would use them to help create the increment which delivers the greatest value to the customer and to Hello Me!

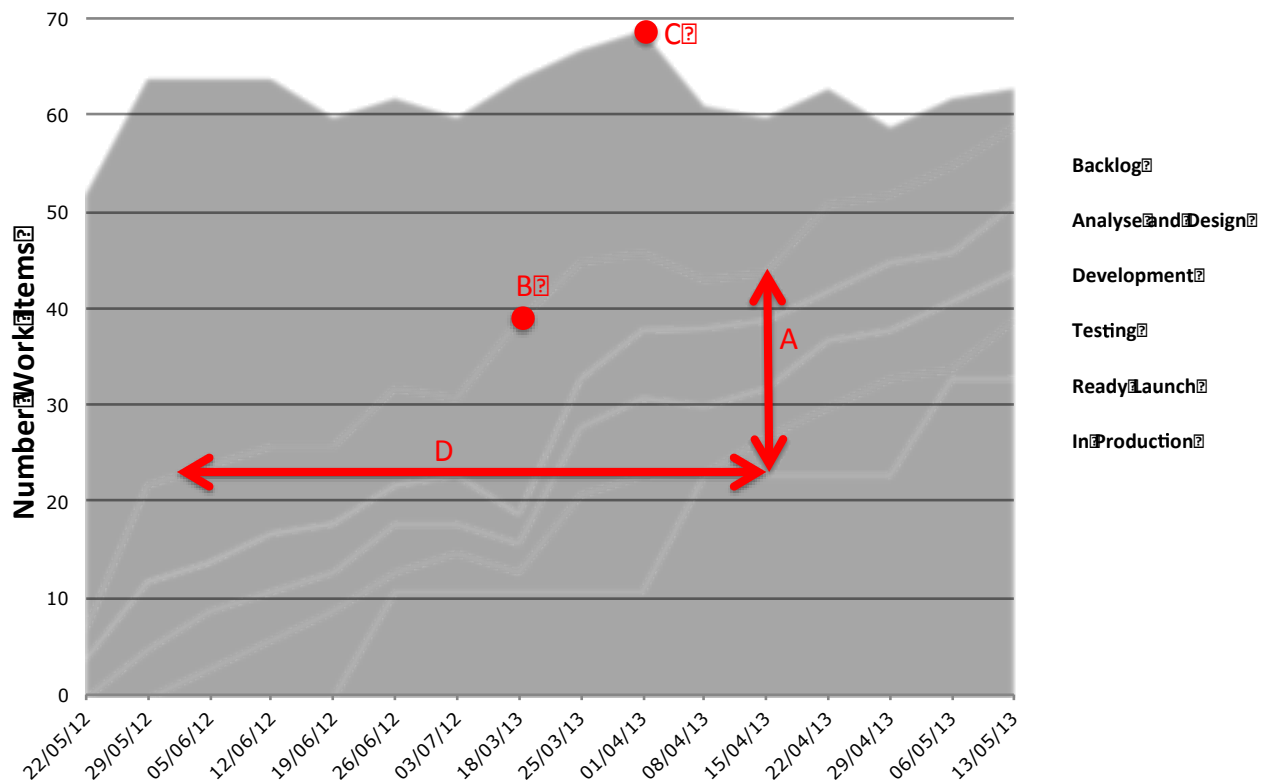
(10 marks)

2 The scenario above contains several fundamental business hypotheses. Select the one which you feel is the most crucial, and explain what type of feedback loop you would set up to test it in advance of launching your first increment. State which question(s) you need to ask to validate the hypothesis and explain why the results might help Hello Me!

(10 marks)

The information in Scenario 2 is needed to answer Questions 3 to 4

3 As part of the Kanban initiative, the team has produced a Cumulative Flow Diagram showing their progress.



Various points or lines have been marked on the graph, above. Identify the letter which appears to reveal a bottleneck. How would you apply WIP limits to improve flow in this scenario?

(10 marks)

- 4 Management have not seen the cycle time improvements they were hoping for and are worried that the team will not achieve the launch date. The team are working towards their six month deadline, although they know there is an element of contingency in the plan. The Sales Director has suggested that someone from his team could sit with the developers in order to prioritise the elements required for the Primary Care Conference launch. The IT Director feels this would be a distraction. The team need to go faster in order to hit the initial deadline (he would rather they didn't know about the contingency at all) and to that end, he feels their sole focus should be reducing cycle time.

To this end, the IT Director has suggested that a motivation programme could help. He has found the budget to offer the team lead a 10% salary bonus if cycle time is reduced by 10%. If this reduces further to 15%, then he will buy iPads for all of the team. This should be a popular move, because the team have been complaining for some time that they would like better equipment.

Evaluate the proposed scheme, suggesting one criticism and one possible consequence of the IT Director's idea and why it is negative. Then recommend any one improvement that might be likely to motivate the team to reduce cycle time and why it is effective.

(10 marks)

-End of Paper-