The exam will consist of five questions taken from those listed below. Each of the questions requires an essay-like answer. You will need to explain your answers, not merely give a list of issues that you think cover the topic. Assume your responses are directed at a colleague, one who is not familiar with agile project management.

In most cases, your answer should include some judgment (or interpretation) on your part and not just a restatement of the author’s viewpoint. Using examples, as appropriate, to make your point is also important. Each question on the exam will be weighted equally.

Chapters 1 through 8

1. In “order to attain significant levels of improvement in an organization, we have to address how performance is measured.” How does Agile represent “the transition to a new way of measuring success”?

2. Agile’s Declaration of Interdependence includes the following: “We increase return on investment by making continuous flow of value our focus.” Explain how this is accomplished.

3. “If you want to innovate, you have to iterate!” How does agile development accomplish this?

4. “Self-organizing teams form the core of agile project management (APM).” How are such teams created, and what is expected of self-organized team members?

5. Collaboration is an important capability of self-organizing teams. What would you expect to be the key “ingredients” that would define a truly collaborative team?

6. “A traditional project manager focuses on following the plan with minimal changes, whereas an agile leader focuses on adapting successfully to inevitable changes.” Adapting is a key principle of Agile. How would you describe this principle and how does it differ from what might characterized as the key principle of the traditional water-fall approach?

7. The traditional development phases are: initiate, plan, define, design, build, test. The Agile Project Management phases are: envision, speculate, explore, adapt, close. Rather than viewing these phases as a linear flow, they are represented as two major collaborative cycles – the Envision and Explore cycles. Explain each of these cycles and how they are related.

8. Well-defined product team and development team interactions are essential for project success. Who are the members of each team, what are these interactions, and how are they integrated into the agile life-cycle?

9. “The objective of creating (and updating) a product backlog is to expand the product vision, through an evolutionary requirements definition process, into a product feature list, or backlog.” How is this process integrated into the agile life-cycle?

10. What is a Capability, a Feature, a Story, a Task? How and where do they “fit” in the agile lifecycle?

11. There are four layers used to summarize the complete product structure. Excluding the “roadmap”, how does the author describe, in general, the characteristics of the other three?