

CERTIFIED AGILE ASSOCIATE IPMA LEVEL D®

WRITTEN EXAMINATION OPEN QUESTIONS

SAMPLE EXAMINATION WITHOUT 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?

ANSWER

Three roles in the classic project organisation	
1	
2	
3	
Three roles in the agile product organisation	
1	
2	
3	

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?

ANSWER

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

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.

ANSWER

1	
2	
3	

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?

ANSWER

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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?

ANSWER

1	
2	
3	
4	

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.

ANSWER

1	
2	
3	
4	
5	
6	

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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	
3	

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.

ANSWER

Similar features of Scrum and Kanban
Differences between Scrum and Kanban

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?

ANSWER

Advantage of a peer review
Disadvantage of a peer review

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?

ANSWER

1	
2	
3	

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.

ANSWER

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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	

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.

ANSWER

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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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	
3	

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).

ANSWER

MMP	
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?

ANSWER

1	
2	
3	

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?

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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	
3	

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?

ANSWER

1	
2	

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.

ANSWER

1	
2	
3	

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.

ANSWER

1	
2	
3	